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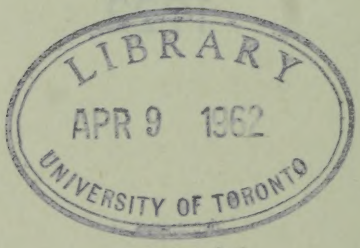

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CORPORATION TRAINING

Volume IX JANUARY-FEBRUARY, 1922 Numbers 1 and 2

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PUBLISHED BY
NATIONAL ASSOCIATION *of* CORPORATION TRAINING
NEW YORK CITY

National Association of Corporation Training

FUNCTIONS

1. To assist management in solving the problems of the training and development of employees.
2. To provide opportunities for conference, co-operative research and exchange of information among member companies.
3. To assist established educational institutions in interpreting the needs of commerce and industry by maintaining reciprocal relations with them.

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New York Evening Post Building, 20 Vesey Street, New York City.

CORPORATION TRAINING

January-February, 1922

Training as Viewed by an Executive

By M. S. Sloan

President of the Brooklyn Edison Co., Chairman of the Managing Board of Directors of the National Association of Corporation Training, and President of the Association of Edison Illuminating Companies

IN CONSIDERING the subject of "Training as Viewed by an Executive," the first question that arises is, what is the viewpoint of an executive? It is the viewpoint of a man who has to execute his work by initiating and directing the work of other men.

What Kind of Men Are Needed.

The next question then is, what type of men is it necessary for him to have? He wants men who know how to do well the work they are doing, and who have such intelligence and fundamental education that they can be trained for any work they may be called upon to perform. In the work of public utilities, in which I am particularly interested, the requirements are exacting. The industry calls for a degree of intelligence and education higher than the usual type of other productive industries requires.

In general, it is not simple or easy to become familiar with the necessary technical information. It also carries with it the great responsibility of public service which requires qualifications not necessary in a general factory business. Our product-electric service —goes directly into the homes and factories of our customers. It must be there every day in the year and every minute of the day. It is obvious, therefore, that our employees must be alert, well-trained, and thorough masters of their job; otherwise our service will be poor. Furthermore, our customers are our next door neighbors. If we are to maintain their good will, our employees must be courteous, and willing and able to explain the viewpoint of the Company to the public.

When emergencies arise in our work, as they do, our employees must be able to do the right thing quickly. It is therefore apparent that training in our industrial processes is valuable, and, in many

cases, absolutely necessary. This seems so obvious, that it needs no argument for its defence.

Sources of Trained Employees.

Granting that we need trained workers, the next question which arises is, from what sources can such individuals be obtained?

(a) The largest number of our workers have no schooling except that given by the public schools. Since one-half of the children in the common schools leave by the end of the sixth grade, and in as much as the percentage that receive a high school education is small, this source of supply yields the untrained workers.

(b) The trade schools supply a number of the partially trained mechanics and operating men.

(c) The business schools furnish the partially trained office-workers.

(d) The technical schools of business administration of collegiate grade supply material that should develop into engineering, commercial, accounting, and executive forces.

(e) A very small number are received from other companies. It is easier to secure a good grade of new employee now than a year and a half ago, partly because some organizations found it necessary to cut down their payrolls. But the employees dropped by an employer are usually his least satisfactory workers. Consequently, on the whole, this source of supply is not to be depended upon.

Training within the industry has proved so beneficial that good men will advance themselves, for if opportunity does not exist in one organization, they will find it in another.

Corporation Versus Other Training.

Since the public benefits from increased production and improved service, the question naturally arises, how much education and training can be furnished by the public schools before the individuals are employed?

This depends upon the educational facilities at hand and upon the initiative and energy of the individual. In general, however, and in the electric industry in particular, the best that one can hope to obtain from public education is a training of the mind to study and to think. Instead of specializing at an early age, even before high school, as some advocate, the public schools should give the fundamentals of education—the three R's, amplified as far as possible by the broadest methods of general education. Even with

higher courses, as high as the technical schools of university grade, the best that can be done is to give the student a thorough grounding and mental training in the fundamentals of his chosen profession. The prejudiced statement that a college graduate is not worth a nickel is one way of stating that the graduate of any school needs to have practical training in industry before he can become efficient. In other words, after he has chosen his special line, he must train and educate himself in it for the rest of his life.

If the established schools cannot supply all the training necessary, what training must the executive give his employees to make them effective and efficient workers?

Corporation Training Pays.

Training is expensive. No executive is willing to spend money for training unless it saves more than it costs.

Every plant has some sort of training always in progress. Some executives may deny this, which indicates that under them training is unconscious, unorganized and wasteful. Unorganized training by "picking up a trade," or by "catching on" to the method of office work frequently wastes the time of both the old and the new employee and is a source of error or a cause of spoiling of materials and equipment. The cost of this spoilage needs no emphasis here. But what is sometimes overlooked is the number of complaints the executive receives from the customers because of the errors made by poorly trained help.

If any proof of the value of organized training is necessary, one need only recall the rapid expansion of training activities during the war. The training which could be given by established schools proved entirely inadequate. Consequently, carefully planned training systems were rapidly established in office and factory.

Now that the war is over, there is no national emergency which requires a maximum of production in a minimum of time. However, we are confronted with the necessity for production at the lowest possible cost. If we are to expand our world-trade or even hold our own at home in competition with foreign goods, we must reduce our productive costs. If we are to avoid reducing wages to a point below proper living standards, we must increase our product by increasing the efficiency of our employees and our processes as much as possible. This improvement is particularly required from public utilities for the reason that they furnish the power for the production of a large part of the manufacturers of the country.

Because the labor turnover is smaller now than during the war,

and because we are concerned not so much with large production in the quickest possible time, as with building up an efficient, well-trained organization throughout, we now can profit by broader and more thorough education and training.

Compulsory Versus Voluntary Training.

For a century, industrial study was devoted to machines. In the past two decades we have studied methods; and now an important factor in increasing the quality or quantity of our work in the office, factory, or operating plant is the study of our employees and the improvement of their training for the installation and operation of our intricate machinery and elaborate systems.

Every executive has a right to expect that his employees be as efficient as possible. How much of this training then should be made obligatory? This can be determined by the application of one fundamental principle.

When the training is necessary to enable the employee to perform his present work satisfactorily, especially if it involves the Company's service, or the safety of the customers, fellow-employees, and property, it should be made obligatory.

When the education and training is such that it gives them a broader knowledge of the business, or fits them for better and higher work along their present or even other lines which they are not now performing, and that fits them for promotion, training may be optional, but should be provided for all who will grasp the opportunity.

In a company having a clearly defined and working policy of selection, education, promotion and transfer, the employee of the right type will be willing and anxious to take up voluntary training. Those who are not, will continue to occupy the lower positions.

Training Organization.

In order that these training activities may be properly carried out, it is well to place the responsibility for the direction of them in one man who knows both training methods and the practical requirements of the industry. This should achieve co-ordination of personnel, education, accomplishment and reward. It should attain the best result, which is largest production with good wages due to highest efficiency of the individual and the organization.

Industrial and Public School Relations

By William M. Davidson

Superintendent of the Pittsburgh Public Schools, member of the Executive Committee of the Pittsburgh Chapter of the National Association of Corporation Training

GREAT interest will be taken on all sides in the announcement by the National Association of Corporation Training of the recent establishment of a national Industrial and Public Schools Relations Committee. It is peculiarly gratifying to learn that the chairman of this committee is Mr. C. S. Coler, of the Westinghouse Electric & Manufacturing Company of Pittsburgh, because of the fact that he played so important a part in developing the fine spirit of co-operation which exists there between the industries of that section and the public schools. That Mr. Coler is to head the work of the new national committee is abundant proof that its success will be signal and that its influence throughout the country will be salutary.

Origin of Pittsburgh Plan.

Nearly four years ago, Mr. Coler, is co-operation with two or three others representing the Pittsburgh Chapter and the public schools, conceived the plan of establishing what has been known as the Industrial and Public Schools Relations Section. It is well within the truth to say that the subsequent work of this Section has had an influence second to none in helping the public schools to function, in a vital and purposeful way, in the development of a vocational education program. The schools of Pittsburgh have long been recognized as not only progressive and practical in the services which they are rendering to the youth of the community, but also filled with that fine idealism so necessary to the best life in a large industrial and technical community such as Pittsburgh is everywhere conceded to be—the workshop of the world. When, therefore, Mr. Coler and his colleagues suggested the desirability of establishing a closer and more intimate relationship between the schools and the Pittsburgh Chapter of the National Association of Corporation Training, Pittsburgh school officials accepted the opportunity instantly and have continued, from that day to this, to play their part, together with the industries, in this most important field of civic co-operation.

Thoughtful and well informed men everywhere have come to see that this co-operation between the schools and industry is

imperative if genuine vocational education is to be brought about. In fact, co-operation is pre-eminently the spirit of the times, engendered by the successes of the past five years in meeting the new and tremendous problems forced upon us by the great war.

Value of Industrial and Public School Co-operation.

With the full realization of the potential power for good which has come from the experiment in Pittsburgh, during the past four years, all will extend to the National Committee on Industrial and Public Schools Relations a most hearty greeting as well as the promise of such assistance and support at all times as the Committee may care to ask.

Spreading the Pittsburgh Idea

By W. J. Donald

Acting Managing Director

THE SUCCESS of the Industrial and Public Schools Relations Section of the Pittsburgh Chapter which Dr. Davidson has hinted at in the previous article and the operations of it as explained in detail in the following article by Professor Leavitt are all and more that Pittsburgh claims for it. In fact, while the Pittsburgh participants are distinctly modest about their claims the interested observer cannot fail to be impressed by the actual results.

Something of this conviction inspired the appointment of a National Committee on Industrial and Public School Relations with Mr. C. S. Coler, Manager of the Educational Department of the Westinghouse Electric and Manufacturing Company, as chairman. Mr. Coler has selected as committee members the following:

Mr. Alfred P. Fletcher, Assistant Superintendent of the Cleveland Board of Education; Mr. A. B. Gibson, Manager of the Westinghouse Technical Night School; Mrs. Beatrice Henry, Superintendent of Personnel of Abraham and Straus; Mr. Frank A. Leavitt, Associate Superintendent of the Pittsburgh Public Schools; Mr. E. E. Sheldon, Supervisor of Apprentices of R. R. Donnelly & Sons Co., and Mrs. Helen B. Wooley, Merrill-Palmer School, Detroit.

The activities of the Committee will be directed toward the establishment of local arrangements similar to the Pittsburgh plan, around which local chapters may grow up. The Committee will act as a propaganda and advisory body and members of the Committee are willing to co-operate in getting new local committees started.

Pittsburgh's Experiment in Cooperation

By Frank M. Leavitt

Associate Superintendent of the Pittsburgh Public Schools, Chairman of the Industrial and Public Relations Section of the Pittsburgh Chapter of the National Association of Corporation Training, member of the National Committee on Industrial and Public Schools Relations

IT HAS long been recognized that an adequate program of vocational education for a community can not be worked out without genuine co-operation between the schools and the industrial and commercial interests of that community. The chief reason, perhaps, why no city in the United States has developed a complete program of vocational education is that it has been impossible to secure real and all-inclusive representation of the industries. The schools, through the agency of their Boards of Public Education, have no difficulty in assigning executives to represent all the *educational* interests, but the industries have no means of appointing those who can truly and broadly represent all the *industrial* interests.

The city of Pittsburgh is fortunate because its Board of Education and its Superintendent of Schools are wholly sympathetic toward a progressive vocational education program and because, on the other hand, there is in the city a most vigorous chapter of the National Association of Corporation Training. This chapter includes in its Class "A" membership twenty-five of the largest and most influential corporations, manufacturing and commercial, in the Pittsburgh district. With the purpose of bringing together in cooperative effort the educational and industrial forces of the city, there was inaugurated, nearly four years ago, a section of the Pittsburgh Chapter known as the Industrial and Public Schools Relations Section. The meetings of the Section are held in the rooms of the Board of Education and the first Section Chairman was an official of the Board. This will serve as conclusive evidence that co-operation is desired and intended.

The Work Thus Far.—The Industrial and Public Schools Relations Section has a membership drawn from officials and employees of the Class "A" members and from representatives of the public schools. During the first two years of its existence, its efforts were addressed largely to bringing about what might be called a speaking acquaintance between the schools and industry.

Last year, through the work of a few of its members, the Section made a tentative survey of the schools and of the Pittsburgh industries. While this survey was relatively superficial, it so com-

mended itself to all that the work of the Section for the present year is being devoted to a more complete development of the principles laid down in this preliminary survey. The work of the present year, however, differs greatly from that of last year in two particulars. In the first place, it has enlisted the sympathy and active working interest of approximately one hundred men and women connected either with the schools or with industry. Second, these individuals are working on committees and sub-committees, but always with one purpose in view, namely, the development of a vocational education program for Pittsburgh. These various committees constitute what might well be called a system of checks and balances and it is confidently expected that such results as may be reached will become effective almost immediately in the organization of the vocational-training work of the schools and of the industries instead of merely forming the basis for an interesting report. It is the purpose of this article to describe the composition and work of these various committees.

There are four major committees which, for purposes of convenience, may be given the following names:

1. Committee on Vocational Analysis.
2. Committee on Vocational Demands.
3. Committee on the Functions of the Public School in Training for Vocations.
4. Committee on the Functions of the Industries in Providing Training for Employees.

The Section meets once a month to receive reports from the four committees each of which also holds monthly meetings to assign work to and to receive reports from various sub-committees. This serves to keep all members actively interested and enables each committee to check up and to vitalize its own work by the work of the others.

One other general statement should be made regarding the methods of work of these committees. While the question-and-answer method will be used in collecting necessary information, the questionnaire, as such, will not be employed. All information will be collected, at first hand, by members of the Section or by other individuals or organizations introduced by and representing, for the time being, the Pittsburgh Chapter of the National Association of Corporation Training and the Public Schools. For example, the Employers Association, the Pittsburgh Typothetae and a department of the University of Pittsburgh are already engaged in the work.

It is obvious that this method can not furnish material for a complete and accurate survey and, as a matter of fact, the making of such a survey is not the purpose of the Section. What is sought is a sufficient basis in facts for a series of intelligent estimates.

The Committee on Vocational Analysis.—The membership of this committee is drawn largely from among the representatives of the Class "A" members of the Association, with a liberal sprinkling of school men. This committee is making an analysis of twenty-one selected and typical industries of the Pittsburgh district with the purpose of determining the nature and amount of education and training which 100% workmen in the various occupations must have. Because of the work being done by another section, only non-professional occupations have been selected. These cover a wide range but each furnishes employment for a large number of men or women. The list* follows:

1. Machinist. 2. Electrician. 3. Carpenter. 4. Foundryman. 5. Draftsman. 6. Pattern maker. 7. Sheet metal worker. 8. Printer. 9. Plumber. 10. Mason. 11. Structural steel worker. 12. Stationary engineer. 13. Stenographer (to include typist). 14. Salespeople (both male and female). 15. Clerk (both male and female and to include office clerk only). 16. Auto mechanic (to include both driver and repairman). 17. Painter (to include house painter, sign painter, decorator and glazier). 18. Baker. 19. Glass maker. 20. Barber (to include hair dresser, manicurist and beauty parlor specialist). 21. Messenger.

The analyses which the committee is making are not to be confused with so-called "job specifications." Rather, the committee seeks to outline the full training program for an efficient worker of the highest type in each occupation chosen. A fractional part of this complete program might well be taken as an adequate preparation for a "job specialist" somewhere along the line, but with this the committee is not primarily concerned.

The committee resolves itself into five sub-committees each month and each sub-committee studies a single occupation. The committees may or may not change in membership from month to month, but a different chairman is appointed for each occupation. Information is being collected on the following points:

1. A definition of the occupation, including a brief summary of general facts concerning it.
2. Duties of those engaged in it.
3. Knowledge required about the industry in general and about the specific occupation in particular.

*These occupations, while selected by the first committee, will form the basis of the work of the entire Section for the present year.

4. Educational requirements, with particular reference to education in the theoretical aspects of the occupation.
5. Educational requirements, with particular reference to that training which comes from practical experience.
6. Promotion possibilities.
7. Compensation. How does it compare with other vocations requiring about the same amount of education and experience?
8. Physical requirements.

It will be seen that the above outline will furnish the basis for what may be termed a qualitative analysis of the occupation in question.

The Committee on Vocational Demands.—This committee confines itself to what may be called a quantitative analysis of the situation. What is really desired is the total number of young people absorbed by a given occupation each year. The committee has taken into consideration a number of variables which will affect the desired figures vitally. It realizes, for example, that such questions as "what is the labor turnover" can not be discussed adequately in this survey although it is of great importance in reaching the results sought. Like the first committee, however, it is relying upon the invaluable assistance which Class "A" members will render in working out reliable estimates.

As a basis of comparison for reaching the final estimates, the committee will follow the plans adopted by the Section last year and will use certain figures for the Pittsburgh district as given by the U. S. Census and the State Department of Labor and Industry.

Sub-committees, after personal conferences with employers, have decided upon the questions most likely to furnish pertinent information. Each concern studied will be asked the following questions:

1. What is the total number in each occupation, as described by the Section and as found in the list, now in the employ of your company?
2. What is the total number hired each year for each of the twenty-one occupations, including both experienced and inexperienced employees?
3. What is the total number of *new* employees hired each year for each occupation? By "new" employees is meant the younger and wholly inexperienced employees, whether indentured as apprentices or not.
4. What is the total number of employees hired each year by each company in all occupations, i.e., not confined to the twenty-one selected occupations.

It is important to note that the work of this committee "checks" that of the first committee. It is necessary, for example, for this committee to prepare its own definitions of occupations, at least for a preliminary survey. The experiences of both committees will be compared for the final report of the year.

The Committee on the Function of the Public Schools in Training for Vocations.—The membership of this committee includes men from manufacturing and commercial establishments and representatives of the schools and colleges of the city, the latter being specialists in the field of Federal-aided vocational education. This committee has also divided its work, assigning certain definite studies to sub-committees. The committee, as a whole, decided that it was important not so much to describe what the schools are doing at the present time, as to determine what kinds of vocational training they are already *equipped* to give. This will include, not only a statement of the physical equipment now provided by the Board of Education, but, as well, a statement covering the educational equipment of the present teaching force. This study, showing what the schools *might* do if the public demanded the full complement of vocational training, is being made by a sub-committee. Obviously, the findings of this committee will be compared with the qualitative and quantitative analyses made by the first and second committees.

It is recognized that the vocational guidance given in the public schools may play, and probably is playing an important part in determining the extent to which the more mature pupils seek some measure of vocational training. A second sub-committee, therefore, is making a study of the system of vocational counseling, which is at present in operation in the Pittsburgh schools, in order to determine the validity of its objectives and the effectiveness of its methods. This sub-committee is again divided into two committees. At the head of one of these is one of the vocational counselors of the public schools, and at the head of the other, is an employment manager of one of the largest employers in the district. The first committee will make a statement regarding the duties of the counselors, as those duties appear to the counselors themselves. The second committee is securing answers from a large number of employers to the following question:

> If you had the opportunity to advise young people going into industry, what would you tell them? Advantages. Disadvantages. Type of preparation needed.

The Committee on the Function of the Industries in Providing Training for Employees.—While the field of this committee is more or less obvious, it should be appreciated that it would be difficult, if not impossible, to get any adequate information concerning it were it not for the strong backing which the Association is prepared to give. As a rule, the employer is inclined to feel that the questions, which must be asked in this part of the survey, are matters between

himself and his employees and that the public has no reason, beyond idle and meddlesome curiosity, to concern itself in the least. Before requesting specific information from employers, care is taken to have exactly the right "introduction," an introduction which the employing interests alone can give.

The committee has worked out the following questions to be submitted to Chapter members and to others representing the employing interests of Pittsburgh.

1. Does your company do anything in regard to the training of young men or women better to fit them for the work they now do or for the work you would like them to do?
2. Would it be any advantage to your business if your employees, particularly those under thirty-five years of age, could get a better training for the work they are now doing or for some work you would like them to do?
3. What character of training would you like to have these workers receive?

English	Salesmanship
Shop Mathematics	Commercial Arithmetic
Mechanical Drawing	Stenography
Structural Drawing	Accounting
Trade Science	Typewriting
Hygiene	Bookkeeping
Civics	Safety First and First aid
Economics	Commercial Art and Design
Penmanship	Commercial Geography

Psychology

4. Would you furnish pupils for public school classes in any of these subjects if special approved courses were established?
   A. In the day school.
   B. In the evening school.
   C. How many pupils would you furnish?
5. Would you be interested in establishing, in co-operation with other employers, a school of your own for teaching one or more of these subjects?
6. Would you be interested in paying the tuition of pupils to private vocational schools, day or evening?
7. Have you any criticisms or suggestions to offer regarding the training which the public schools have or have not given the young people who enter your employ?
8. Would you be interested in helping to establish a part time apprenticeship or co-operative course along lines similar to the High School Apprenticeship Course of the Pittsburgh Public Schools?

This committee, in co-operation with the third committee, will also try to establish some basis upon which to determine just where the dividing line is between that education for which the public schools should be held responsible and that further education and training which the employers alone can give.

The Association Takes Stock

By The Plan and Scope Committee

The Plan and Scope Committee consists of L. L. Park, Chairman, together with Henry S. Dennison, F. H. Dodge, Harry A. Hopf, John McLeod, Fred W. Tasney. F. C. Henderschott was a member of the Committee, but owing to ill-health, did not participate in its activities

NATIONAL ASSOCIATIONS like private business corporations are searching carefully for every possible economy, consistent with the production of a satisfactory service. This movement took form in the National Association of Corporation Training by the appointment, in June, 1921, of a "Plan and Scope Committee." The Committee's report was considered by the Board of Trustees on December 20, 1921, practically every recommendation being adopted. The report of the Committee is as follows:

To the Board of Trustees:

Gentlemen:—

The work assigned the Committee on Plan and Scope by the Board of Directors at its meeting on June 4, 1921, was outlined as:

"to meet during the summer months to consider the activities of the Association as set forth in the prepared order of business, the Committee to make a report to the Board of Trustees."

In the minutes of the Board of Directors' meeting the "prepared order of business" called for a discussion of:

1. Policy of the Association as to
   - (a) Monthly Bulletin
   - (b) Special and Confidential Reports
   - (c) Sub-committee Reports
   - (d) Annual Volume of Proceedings
2. General Policy of the Association as to
   - (a) Immediate Developments
   - (b) Future Developments

The Committee on Plan and Scope has interpreted its duties as calling for a review of the present activities of the Association, suggestions as to changes in the policy and practice of the Association in connection with these activities and the effect of such changes on the program for 1922. Further than this the Committee has not thought it wise to go.

1. The Aims of the Association

In reviewing the present program of the Association it seems wise to recommend a restatement of the aims as published in the literature of the organization. The present statement of aims conveys the impression that the Association proposes to deal directly with the training of employees and to cover in a broad way the question of industrial efficiency. As a means of conveying a more correct conception of the purpose of the Association, the following is recommended for adoption:

"The function of this Association is to assist management in developing the principles and practices underlying the training of employees by co-

operating with member companies through research work and exchange of information, as well as with educational institutions in the establishing and sharing of suitable training courses, to the end that the general level of efficiency in industry be elevated."

2. Service Now Being Rendered

The Association is now rendering to its members service through the following mediums:

A. The Monthly Bulletin
B. Special and Confidential Reports
C. Annual Committee Reports
D. Annual Conventions and Proceedings
E. Headquarters Office
F. Local Chapters

In a general way the Committee recommends the continuance of these six forms of service to members but with the changes suggested in the following detailed study.

3. The Monthly Bulletin

A. Size and Bulk. The present size and number of pages seems to be satisfactory. New features might well be added by eliminating less important material or by using smaller type (if that is feasible), rather than by increasing bulk.

B. Contents. The monthly Bulletin serves the two-fold purpose of disseminating information of value to member companies and of promoting the interests of the Association as an organization. Its contents have, therefore, consisted of contributed and prepared feature articles, educational news, outside literature and books available, what member companies are doing, Association plans and the work of Local Chapters. This general line of material is approved, with emphasis laid upon the following:

(1) A larger number of contributed articles, dealing with vital subjects in the personnel field.
(2) Discussion of contributed articles.
(3) Use of charts, symbols and the like to clarify and summarize the information given.
(4) A systematic arrangement of "what member companies are doing" articles, somewhat after the plan of the "Case System" in use by certain law schools.
(5) Editorial review of the "high spots" of the personnel field.
(6) Reports of the most important of personnel developments abroad.
(7) An index to all Bulletin articles.

The Editorial Committee of the Trustees would be expected to assist the editor of the Bulletin in planning and preparing the material.

C. Title. There is some question whether the present title of the monthly bulletin is as effective as a more distinctive title would be, such as "CORPORATION TRAINING, being the Monthly Bulletin of the National Association of Corporation Training." While not recommending any definite title, the Committee desires to suggest the matter of a change, the present title lacking identity without the full use of the name of the Association.

D. Index. A comprehensive index to all Bulletin articles (both past

and current) is urgently needed and should be prepared as soon as it can be handled by the headquarters staff.

4. Reports—Special and Confidential

The Committee questions the accuracy of the term "confidential" as applied to these reports and believes that the continuance of its use hinders rather than aids the development of the Association's report service. Since material which passes freely to the leaders of one hundred and fifty or more corporations can scarcely be considered confidential and since the use of the term restricts the circulation of the reports so labeled, the Committee recommends that all reports other than those prepared for the annual convention, or for Bulletin articles, be called Special Reports.

It is also the judgment of the Committee that such reports should be made available to anyone desiring them, at a price commensurate with the cost of preparation and printing and the importance of the subjects covered.

Such reports may be prepared from data secured by the headquarters office from questionnaires, from personal investigations by special agents or from the experience of local chapters. It is believed that these reports should be of the highest quality possible and that the office force of the Association should be adequate to compile and edit such reports properly, at frequent intervals.

5. Reports—Annual and Committee

It seems desirable and necessary to have the larger part of these reports (prepared for discussion at the annual convention), compiled and edited by volunteer workers from our membership. Some assistance may be given by paid workers from the Association headquarters but this must of necessity be of a limited nature. The following suggestions are made in the interest of effective reports:

A. Committee on Committees. To permit of the best possible arrangement of sub-committees and their programs, it is recommended that the Executive Committee appoint from its number a committee which shall study the work to be covered by annual committee reports, outline subjects, select the chairman and members for each committee and present their findings to the Executive Committee for approval This Commitee on Committees might well follow up the work of the sub-committees and aid in securing an adequate report from each in ample time for the annual convention, co-operating with the Managing Director in securing the best possible reports.

B. Local Branch Committees. Since each local chapter is working along lines paralleling those followed by the sub-committees, a co-ordinating of their work would seem desirable. To such an extent as may be found feasible, it is recommended that each local chapter have branch committees covering the subjects being studied by the sub-committees in preparing data for reports.

C. Size of Sub-Committees. Experience has shown that sub-committees should not be large. A few active members, selected because of their ability to work together, will produce better results than an unwieldy and inactive committee. It is preferable, of course, that the chairman be consulted as to the make-up of his committee.

D. Expense of Reports. As the question frequently arises as to the covering of expenses incurred in the preparation of sub-committee reports,

it is recommended that each sub-committee carry its own expenses involved in the compiling of data and the preparing of the report. Such assistance as may be given by members of the headquarters staff will be at the expense of the Association, but all other expense (except that for printing) should be borne by sub-committee members or as otherwise provided by them.

E. Questionnaires. Since data for most sub-committee reports is secured through the use of questionnaires, the number of these has become such that their importance needs special emphasis. To make possible the securing of the desired results from questionnaires, it is recommended:

(1) That all sub-committee questionnaires be sent out through the office of the Managing Director and that they be subject to the scrutiny and modification of that office so that they may be standardized in form and so that overlapping may be avoided;

(2) That care be exercised in sending questionnaires to those members only who are directly affected by them. (For example, there is no need for sending a questionnaire on Trade Apprenticeship to a bank, to a department store or to an insurance company.)

It is believed that a wiser use of this means of securing information will provide better returns and overcome much of the present prejudice against the practice.

F. Indexing Reports. Owing to a lack of proper indexing of material in reports there is much repetition in subject matter from year to year. A complete index of the material in all past reports would aid committees in shaping their new reports and assist member companies in making full use of reports.

6. Annual Convention and Its Proceedings

A. Sessions. Our annual convention has found general favor among our members and this committee has few suggestions to offer concerning it. The addition of special addresses, as introduced at the last convention, is generally approved and it may be possible to extend the practice to include a brief address at each session without encroaching too much upon the discussion of reports.

B. Proceedings. The editing of the proceedings of the annual convention so as to reduce the volume of printed matter involves a question of policy. It is recommended:

(1) That in the future all record of discussion of reports be referred to chairmen of sub-committees, each of whom will be asked to edit the discussion of his report so as to preserve the important ideas presented but to eliminate all unnecessary verbiage.

(2) That the Editorial Committee or the Managing Director review the material as sent back by the committee chairman and suggest to the chairman such further reductions in recorded discussion as seem wise in the interest of economy of space.

(3) That a complete index to all important subject matter in sub-committee report discussion be prepared by the headquarters office.

7. Headquarters Service

In view of the increasing demands made by members upon the Association office force for information on personnel matters, it is desirable that this feature of the work of the organization be strengthened to the fullest extent possible. To this end it is recommended:

A. That INDEPENDENT OFFICES AND OFFICE FORCE be provided with the full time services of the Managing Director.

B. That this force should include a TRAINED INDEXER to properly execute the recommendations made as to the indexing of our records.

C. That the research force should be ample for the PREPARING OF SPECIAL REPORTS and to help where needed on the more important sub-committee reports and special articles for the monthly bulletin.

D. That the headquarters staff be available for help in PROMOTING THE WORK OF THE LOCAL CHAPTERS and in ASSISTING THE MEMBERSHIP COMMITTEE in reaching prospective members.

E. That the Managing Director be given sufficient assistance to relieve him of the bulk of office routine and enable him to give more attention to matters of SERVICE TO MEMBERS.

F. That the office provide means for bringing together member companies IN NEED OF PERSONNEL LEADERSHIP AND THOSE SEEKING POSITIONS IN THAT FIELD. Some space in the monthly bulletin might be used for this purpose.

G. That assistance be given by our headquarters force in HELPING EDUCATIONAL INSTITUTIONS TO FORM and OPERATE TRAINING COURSES in personnel leadership.

8. Local Chapters

The means afforded by local chapters for bringing together at frequent intervals the representatives of certain groups of member companies, thereby co-operating in research work and strengthening the work of the Association in such localities, is recognized. To the end that the work of the chapters may be encouraged, it is recommended:

A. That local chapters be formed in other centers where a number of member companies is found, but ONLY WHEN LOCAL INTEREST IS SUFFICIENT TO INSURE SUCCESSFUL OPERATION.

B. That the HEADQUARTERS OFFICE be placed in a position to be of assistance in HELPING THE WORK OF LOCAL CHAPTERS BY ADVICE, ENCOURAGEMENT AND CO-OPERATION.

C. That the chapters be asked to arrange A MEDIUM FOR THE EXCHANGE OF RECORDS OF ADDRESSES, RESEARCH WORK AND METHODS OF OPERATION between the various chapters.

D. That the chapters be asked to CO-OPERATE WITH THE SUB-COMMITTEES in supplying data for the use of the committees in working up their reports.

9. Membership

On the matter of membership privileges the Committee makes the following recommendations:

A. Limited Class A Membership. The limiting of Class A membership for the present to a maximum number of three hundred (300) is proposed as a means of:

(1) Preventing annual conventions from becoming unwieldy.
(2) Permitting the Membership Committee to secure members through an appeal on the basis of limited membership.
(3) Allowing the Association to have a normal growth with an effective organization rather than aiming at a mushroom growth which might result in a poorly balanced organization.

A limited membership suggests valuable privileges and rights which do not ordinarily accompany unlimited membership. There is a "pulling power" toward obtaining members for a worth-while organization in which the membership is limited. It permits of securing from the selected few, and preferably from the highest grade and largest organizations in the country, such valuable information as will be sought for by a large number of smaller organizations.

It is assumed that the limit on the number of members would be raised as the organization develops and is able properly to serve a larger membership.

B. Membership Fees. The Committee would continue the present scale of membership fees until there is more apparent willingness on the part of corporations to pay a higher price for the service rendered. Undoubtedly later there may be ground for increasing these rates but it would seem unwise to do so at the present time

C. Sale of Literature. To permit the extending of the influence of the Association beyond a limited field, the Committee would favor the sale of ANY AND ALL of its literature to any purchaser regardless of affiliation with the Association. It is the belief of the Committee that such a policy would aid in establishing the Association as a factor in industrial and commercial life and making it the chief source of authoratative literature on personnel problems.

The fixing of proper prices, say from $1.00 to $5.00 for committee reports and $5.00 to $10.00 for special reports when sold to non-members, would, it is believed, prevent serious loss of Class A membership, due to the possibility of securing part of the privileges of membership at a low figure. It is believed that any loss in Class A membership would be more than offset by an increased patronage from other sources.

D. Promotion. One advantage of the sale of literature to non-members is the reaching of small corporations at present not fully interested in membership. It is believed that by selling to these such literature as they can use there can be promoted an interest in the Association which will eventually bring some of them into membership. At present we have no adequate means of reaching these concerns.

10. Financial

Closely associated with the matter of membership fees is the problem of financing the Association. The committee had hoped to be able to suggest to the Board the approximate cost of carrying out the recommendations made, but the absence of Mr. Henderschott has made the securing of reliable estimates difficult.

In a general way the committee believes that a material increase in membership (toward the limit suggested) and the opening up of its literature for general sale would bring in funds nearly adequate to finance the program suggested.

11. General

Practically all of the foregoing suggestions and recommendations may be considered as affecting the program for 1922. The committee believes that if a financial plan can be devised which will make possible the proposed changes, the result will work to the advantage of the Association. The breakdown in the health of Mr. Henderschott gives emphasis to the stressed conditions under which the work of the Association is now being conducted. Whatever can be done to place the organization in a position to function more normally should tend toward greater stability and extended usefulness.

Because of the complex character of the Association's organization, it has seemed desirable that the function of its various departments should be charted and the committee has asked Mr. H. A. Hopf to prepare at his convenience a suggested organization chart which might aid the officers of the Association in securing an effective co-ordination of all the factors now operating for the success of the National Association.

Reviews and Abstracts

Foreman Training Courses. Bulletin No. 36 of the Federal Board for Vocational Education. Government Printing Office, Washington, D. C.

This pamphlet is one of the products of the extensive experience of Charles R. Allen and Michael J. Kane. It is based on a co-operative arrangement with the E. I. duPont deNemours & Co., of Wilmington, Del., for carrying on a course for training at the Harrison plant of the company at Philadelphia. The purpose of the bulletin is two-fold: 1. To draw up the subject matter content for the course; 2. To work out the course with a group of foremen from the plant. It is a record of an experiment and does not purport to be the final word on training foremen. Its aim is to give information and suggestions to those who are interested in promoting, initiating, and conducting foreman training courses, and to provide suggestive samples of instruction material that could, if desired, be placed directly in the hands of men attending such courses, or could serve as a basis for further development of instruction material.

Part II of the bulletin gives the material mentioned, and is of practical value to those interested in conducting foremanship courses.

Part I is devoted to the interests of business executives who are planning, or are interested in, courses for their minor executives. It argues strongly for the need of foremanship training courses, as a means of "strengthening this weakest link in our industrial chain." It covers: 1. Foreman Training and the Vocational Education Act;

2. Suggestive Schedules for Eighty-two Foreman Meetings; 3. The need for Foreman Training and Some Past Difficulties; 4. Planning and Initiating Foreman Training Courses; 5. Conducting Foreman Training Courses.

Thrift Encouragement by Employers. By L. F. Fuld, Published by H. W. Wilson Co., New York, 1921, pp. 1-98, price $7.00.

This volume is a descriptive compilation of the methods used by forty-eight American companies to encourage thrift among their own employees. It begins with a two-page (typewritten) list of companies. A brief chapter is devoted to each company. The chapter consists of the original statement (in a letter) from the officer of each company. A marginal notation provides a guide to the information provided by each company. This volume in typewritten form is obtainable only through the Public Affairs Information Service, 11 West 40th Street, New York City.

Bibliography on Thrift. By L. F. Fuld. Published by H. W. Wilson Co., New York, 1921, pp. 1-39, price $2.85.

Dr. L. F. Fuld has prepared a very complete list of books, articles, and pamphlets covering the subject of thrift. The list has been prepared in alphabetical order according to the name of the author. The volume is in typewritten form, and is obtainable only from the Public Affairs Information Service, 11 West 40th Street, New York City.

Personnel Research Agencies. By J. David Thompson, United States Department of Labor, Washington, D. C.

Over a year ago, the Engineering Foundation and National Research Council called a conference to consider the practicability of bringing about co-operation among the many bodies conducting research relating to persons employed in industry and commerce. This conference, which was well attended by representatives of forty organizations, requested the Bureau of Labor Statistics to undertake a survey of existing agencies whose activities include studies of the employee and his job.

The result of this survey is a handbook for ready reference which describes the research of about three hundred bureaus, associations, foundations, laboratories, and universities, covering all fields, including training of managers, foremen, and workmen, whether in educational institutions or in the factory.

This compendium should be looked over by every one who has become impressed by the degree of overlapping in the field of personnel research, and he should not fail to come to the conclusion to support some movement to prevent its continuation.

Training Manufacturing Executives. By Paul M. Atkins, Administration, January, 1922, pp. 188-206.

This exceptionally good article approaches the problem of college training for potential manufacturing executives with the following principles: *a.* The problem should be approached from a new point of view —it is not sufficient to try to remodel courses in engineering or business administration; *b.* The training should be considered as a whole at the beginning of the four-year course and then broken up into its parts; *c.* Emphasis should be laid on the student's making early contact with practical manufacturing problems, and hence with machinery; *d.* The background of knowledge of other phases of business of the world in which the student is to do his work, and of the technical means of production which he is going to use, should be systematically developed for him, so that he will go out from the university a well-rounded man, as well as a specialist and not be one of those narrow-minded bigots who are a curse to all with whom they come in contact. The author is instructor in Industrial Management at the University of Chicago.

Co-ordination of Instruction in Collegiate Schools of Business with Corporation Training Courses. By J. T. Madden, R. C. McCrea, and W. R. Gray, Journal of Political Economy, November, 1921, pp. 710-720.

This report of a committee of the American Association of Collegiate Schools of Business was presented at the Pittsburgh annual meeting, in May, 1921. Its most significant conclusion is that "in the light of experience and abundant evidence, the corporation training course idea appears to have established itself with permanence and broad possibilities in prospect. To the business school the idea has much to commend itself. Neither the corporation nor the business school, however, has scratched the surface of opportunities for effecting needed co-operation or for exploiting the possibilities of co-ordinated effort." The report covers: (1) The object and content of courses conducted by corporations for the training of graduates of higher institutions, especially graduates of business schools; (2) the advantages or disadvantages of such courses from the point of view of graduates of business schools entering the service of corporations; and (3) ways and means of co-ordinating the work of such corporation courses and that of collegiate schools of business.

The report undertakes to present conclusions and, by inference, recommendations which the executives of business corporations should read with care, first, because they represent the views of men who understand fully the pedagogical problems involved, and second, because they understand the equipment which the graduate of a collegiate school of business has already acquired and which should not be ignored.

The Corporation School and Its Place in a Scheme of Business Education. By Leverett S. Lyon. Journal of Political Economy, November, 1921, pp. 721-745.

"An interesting attitude which has pervaded business education has been the assumption by nearly every institution concerned that the whole job was its job." Professor Lyon recognizes the advantages of a division of labor in the field of business education, and berates those who fear that the field may have to be divided with others than collegiate schools of business. He advocates a rational dividing of the task of the business educator, and assigns to the corporation

school a considerable rôle. The article reviews the growth of the corporation school movement, analyzes the types of corporation schools, at length, and discusses their organization and administration.

Professor Lyon under-estimates the human impulses and objectives behind the maintenance of corporation schools, namely the desire to give employees a greater opportunity in life and in the company. In like manner, he under-estimates or ignores the extent of corporation training in methods other than through schools and formal classes, and the importance and possibilities of training on a small scale in small companies and industries, such as the printing industry. Fundamentally, however, his conclusions seem sound, and this analysis by an outsider should be read with care by every business man interested in the training of employees.

Education Versus Propaganda. By Henry C. Link, Administration, January, 1922, pp. 55-67.

Dr. Link emphasizes the need for the promotion of a better understanding of economic laws and historical facts, as the best remedy for industrial and social unrest, but points out that much money is being spent without any thorough analysis of the problem, without knowledge of the educational or psychological principles involved, without an intimate knowledge of the workers, and above all, without following up the results to see what the effects really are.

Dr. Link's paper aims to discuss: 1. What limits there are to the use of education and propaganda in the establishing of good-will in industry; 2. What the difference is between education and propaganda, and what their relative merits are; 3. How they must be conducted in order to be most effective.

Corporation Training Schools for College Men. By William A. Rawles, Journal of Political Economy, November, 1921, pp. 697-709.

This article deals particularly with the problem of adjusting the inexperienced graduates of the schools of commerce to the practical affairs of business. It frankly states that college teachers and administrators know the need for a period of apprenticeship, but believe that it can be materially shortened by college training. It also states that business men have now a more considerate attitude toward the potential value of the college man.

The article includes the results of a survey of the views of a considerable number of companies. The conclusion is that there is an "increasing trend in favor of providing means to effect a ready adjustment of college graduates to business life; a willingness of business men to co-operate in a most cordial way with educational institutions; and a disposition on the part of employers to subordinate the motive of immediate gain to educational purpose."

The History of Job Analysis. By Richard S. Uhrbrock, Administration, January, 1922, pp. 164-168.

The relation of the job-analysis process to training in the army and in industry is referred to in this review. The author is Employment Supervisor of the Traffic Department of the Western Union Telegraph Co.

Association News

EDITORIAL COMMITTEE:

President Kincaid has appointed as an Editorial Committee the following:

Dr. Lee Galloway of New York University, *Chairman*; Mr. H. W. Casler, Assistant to Vice-President New York Telephone Company; Mr. A. S. Donaldson, Educational Director, R. H. Macy & Co.; Mr. Harry A. Hopf, Organization Counsel, Federal Reserve Bank of New York; Mr. Louis L. Park, Supervisor of Welfare, American Locomotive Company; Mr. W. J. Donald, Acting Managing Director, N. A. C. T.

The Committee is already actively at work and has superintended the issue of this number. The Committee hopes constantly to improve the bulletin, and to that end, it is anxious to have suggestions for the improvement of the publication. Members are urged to do their part:

a. By contributing articles on "Training and Development of Employees."
b. By stating the experience of member companies with training experiments.
c. By providing news of company activities.
d. By forwarding personal news regarding individuals who are members of the Association.
e. By making constructive criticisms.
f. By responding promptly to a request for a "rejoinder" to a published article.

"CORPORATION TRAINING"

The official publication of the Association makes its bow for 1922 in new form and with a new title. After much debate, the Board of Trustees adopted the title "Corporation Training" as more distinctive than "Bulletin," which might be used by any sort of Association. In form the publication will differ but slightly. An effort will be made to improve the presentation of "Association News" and of "What Member Companies Are Doing." As a matter of economy, the cover has been dropped. The Editorial Committee believes that the members are more interested in the contents than in the cover. The funds saved will be devoted to an improvement of the editing and to an improvement of the Association's information service. The policy of the Committee is to make "Corporation Training" a medium for:

a. The expression of individual opinion and ideas, in contrast with joint opinion as expressed in committee reports.
b. The description of specific methods and experiments.
c. The dissemination of news regarding the Association, its committees, chapters, members, and research activities; and, also, regarding other organizations interested in the training and development of employees.
d. The provision of information about literature, including reviews and abstracts, and notes concerning books and articles on the "Training and Development of Employees."

NEW HEADQUARTERS

The Association has new headquarters in Room 700 of the New

York Evening Post Building, at 20 Vesey Street. The telephone number is Barclay 10,140. For the benefit of members from elsewhere than New York City, it may be said that the location is one block from the Hudson Terminal.

Committee on Training for Salesmen

"The need for increased efficiency in selling is going to hold a central place on the stage of business interest for many years. We have entered on a long period of competition and will not see the days of a seller's market for a long time to come."

This opinion, combined with the conviction that salesmen are made, as well as born, and that men with the greatest natural aptitude for selling can reach through training otherwise unattainable degrees of success, is the basis of the new emphasis which will be placed on selling by the Association.

Mr. Henry S. Dennison, selected as chairman of the general committee by the Committee on Committees, accepted, despite the great pressure of other duties. The vital importance of the subject, however, attracted his attention and secured his allegiance to the project.

A committee of executives of corporations which was promptly enlisted by Mr. Dennison, includes Lucius R. Eastman, President of Hills Brothers Company; Elmer E. Ferris, Professor of Salesmanship at New York University; James E. Kavanagh, Vice-President of the Metropolitan Life Insurance Company; E. St. Elmo Lewis, Vice-President of the Campbell-Ewald Company; Tom Jones Meek, General Organizing Manager of the Spirella Company; C. E. Shaw, Educational Director of the Dennison Manufacturing Company, John A. Stevenson, Vice-President of the Equitable Life Assurance Society of the United States; Percy S. Straus, Vice-President of R. H. Macy & Co., and C. S. Yoakum, Director of the Bureau of Personnel Research of Carnegie Institute of Technology.

The first meeting of the Committee was held at the Old Colony Club, Hotel Biltmore, New York City, on Friday, January 8. It was attended by all but three of its members. The vitality of the discussion and the interest shown prove that "Training for Salesmen" will be one of the most compelling topics of the future.

The Committee decided to prepare a preliminary statement of principles involved in the training of salesmen, each member of the Committee contributing his own views in a separate statement for incorporation into a general statement. This is to be followed by a special study of methods of training, actually in effect in different branches of industry and commerce. The work will be done by a number of small sub-committees covering particular industries.

One suggested outline of considerations controlling the establishment of salesmanship training is as follows: *a.* Types of Selling Jobs; *b.* Place of Sale; *c.* Types of Men to be Taught; *d.* Content of Courses and Its Arrangement; *e.* Choice of a Teaching Method; *f.* Choice of Instructors.

An effort is being made to secure the names of men of two classes: *a.* Those who have been doing constructive thinking on the subject of Training for Salesmen; *b.* Those who are interested in the subject.

An interesting fact is that a certain educational director who has long been associated with training for production has been transferred to the training of salesmen. His new work is showing marked success.

Committee on Committees

On the recommendation of the Plan and Scope Committee, H. W. Casler, Chairman of the Executive Committee, has appointed a Committee on Committees to appoint committee chairmen, and to co-operate with committee chairmen in the selection of committees. Mr. Casler has appointed A. F. Pickernell, of Abraham and Straus, Chairman, Sidney Ashe, of the General Electric Co., F. P. Pitzer, of the Equitable Life Assurance Society, J. H Yoder, of the Pennsylvania Railroad, and W. J. Donald, Acting Managing Director of the Association.

The Committee, after selecting and appointing the committee chairmen, met with them on Thursday, December 8, at the Abraham and Straus Store as the guests of Mr. Pickernell.

The plan has worked well. The meeting prevented unnecessary restriction of the selection of committee members and the overworking of a few. It also did away with any misunderstanding concerning the scope of committees. In other words, there will be no overlapping of committees either in scope or in personnel.

The suggestion of the Plan and Scope Committee is generally regarded as having worked out successfully.

Training Terminology

A committee, consisting of J. W. Dietz, of the Western Electric Company, Chairman, E. H. Brugler, Jr., of the Western Union Telegraph Company, and Dr. Henry C. Metcalf, of the Bureau of Personnel Administration, has undertaken to clear up the misunderstandings in the use of terms in the field of training. A committee of the United Engineering Societies is preparing a report on personnel terminology, and the Harvard Bureau of Business Research has published a small volume on "Labor Terminology," but neither report covers the field of "training" intensively. The idea was presented at a meeting of the Executive Committee, at which there was ample demonstration of the need for a training dictionary. Chairman Dietz invites requests for definitions of particular words and phrases.

New York University Course in Training

"The Principles and Methods of Training Employees" is the subject of a course being given under the Department of Business Management of New York University, by Mr. J. W. Dietz, of the Western Electric Company, formerly president and now an active trustee, member and committee chairman of the National Association of Corporation Training. This course begins on February 2. Mr. Dietz will discuss the selection, training and development of technical experts, future executives, foremen and other members of the supervisory force, as well as the special methods used in training the instructors of such groups. Co-operative and continuation schools, evening schools, both company and public, and other recognized auxiliary educational agencies, will be discussed thoroughly. Other features which contribute to the success of a training department including the use of the house organ, library and methods of obtaining close and correct co-operation with trade and national associations will receive special attention.

Cost and Budget Study

During November and December a careful study of organization finances was made. It revealed the

fact that all classes of membership were costing more money than they provided. It was therefore necessary to curtail expenses in some direction.

By inquiry it was discovered that the great majority of Class A members would be satisfied with about four copies of the bulletin, in addition to the copies issued to Class B members. The Board of Trustees, therefore, adopted this policy, rather than increase the dues to $150 per annum as had been proposed. It proved impossible, however, to avoid an increase in dues for Class B and Class C members. Class B dues were increased to $10.00 annually, without initiation fee. Class C dues were increased to $25.00 a year for individuals representing business houses. An admission fee of $25.00 will also be charged. Public Educators will continue to pay $10.00 a year.

Other curtailments of expenditures were made in some directions, amounting, in all, to nearly $10,000. These funds will be diverted into more valued channels, particularly, an improvement of the information research service. This will be made possible by the maintenance of separate headquarters.

A definite statement of membership services and privileges has been prepared and authorized by the Board of Trustees, and is issued to the members in a pamphlet entitled "An Intensive Program For 1922."

Proceedings for 1922

It has been decided that the Committee Reports of 1922 be published as usual, and that the discussion at the Convention be published, after careful editing, in the form of supplements to Committee Reports. The Proceedings in their past form will be abandoned. Members may have their Committee Reports bound with the discussion reports. An Annual Report will also be published.

Functions of the Association

The functions of the Association have needed clarification in the minds of the members and for the benefit of the public. The Board of Trustees believe that the following statement of functions expresses clearly what the members expect of the Association:

1. To assist management in solving the problems of the training and development of employees.
2. To provide opportunities for conference, co-operative research, and exchange of information among member companies.
3. To assist established educational institutions in interpreting the needs of commerce and industry by maintaining reciprocal relations with them.

Organization Simplification

Charts showing the present plan of organization and a possible plan of organization have been prepared by Mr. Harry A. Hopf, as a part of the report of the Plan and Scope Committee. They have been referred to that Committee for report thereon at the next meeting of the Board of Trustees.

Sale of Literature

Under the supervision of the Editorial Committee, all literature of the Association will be for sale to members and non-members. Non-members will be charged a price sufficient to include the overhead costs of production. The "confidential" reports will all be treated as special reports. Confidential information will be given to members only in the form of typewritten memoranda.

Selection of New Members

The fundamental feature of the Association is the spirit of exchange of information and experience. Therefore, in the selection and recommendation of new members it is suggested that members keep in mind the test as to whether or not the applicant has the capacity and willingness "to assist in co-operative research and exchange of information among member companies." This is included in the membership application card, which may be seen on another page of this issue.

Survey of Member Activities

There has been issued to the members of the Association a set of two questionnaires covering (a) General Information Regarding Member Companies; (b) Training and Development of Employees.

Such an inquiry was instituted in 1917 during the presidency of Mr. J. W. Dietz, of the Western Electric Company. It has been revived with the intention that such a survey will be made annually.

The first questionnaire covers the elements of the business organization of a company, together with a survey of training methods and other personnel activities. The second covers instruction plans for persons engaged in the marketing, technical, executive and office departments and for skilled, semi-skilled, and unskilled labor in the production end.

A special appeal is made for notes regarding training plans which have been discontinued, as it is believed that it is important to avoid methods that have been proved inadequate or erroneous.

Accumulated Dividends

A pamphlet reviewing the results of the ten years' activities of the Association has been issued to the members. It covers the following points:

A recognized field and function.
Accumulated Dividends.
The Annual Convention—national discussion and acquaintanceship.
The Proceedings—record.
Committee Reports—joint opinion.
Special Reports—research.
Information Service—co-operation.
Bulletin—individual opinion and views.
Local Chapters—local discussion and acquaintanceship.

Additional copies are available for distribution by members both within the companies they represent and to non-members, who are, or should be, interested in training.

An Intensive Program For 1922

Members of the Association may secure copies of a pamphlet which sets forth briefly the plans for 1922. It is the opinion of the trustees that the reason for the existence of this or any other association is the ability to do something better than any other organization can do it or has done it. Hence, the *intensive program* on training and development of employees.

Western New York Chapter

The Western New York Chapter held its second meeting of the 1921-1922 season at the Chamber of Commerce, Niagara Falls, on the evening of December 9, 1921. After preliminary remarks by the Chairman, Mr. C. H. Wheeler, Mr. W. R. Heath told of the history and aims of the Association. It was decided to hold the next meeting of the Chapter at the Hotel Iroquois, Buffalo, January 19, 1922. The scheduled round-tables were both well attended, and interesting.

Dr. Lee Galloway

Dr. Galloway is again taking an active part in the Association. On December 20, the Board of Trustees voted him to a vacancy on the Board, and also elected him Treasurer. Previously to that date, Dr. Galloway had accepted the chairmanship of the Committee on Methods of Training Employees in Principles of Economics.

Acting Managing Director

Owing to the illness of Mr. Henderschott, Mr. W. J. Donald was appointed Field Secretary, on November first. On December 20, the duties of Managing Director and Secretary were assigned to him.

Mr. Donald was for six years in charge of the Department of Economics at McMaster University, Canada, two years Secretary of the Niagara Falls Chamber of Commerce, and for two years was engaged in service to chambers of commerce in various cities including Manchester, N. H., Bangor, Me., Corning, N. Y., Bethlehem, Pa., Camden, N. J., Knoxville, Tenn., Niagara Falls, N. Y., etc.

After completing undergraduate studies at McMaster University, Mr. Donald took the degree of Doctor of Philosophy at the University of Chicago. In Toronto, he was associated with the Editorial Department of the Financial Post of Canada.

Mr. Donald is the author of "The Canadian Iron and Steel Industry," published in the Hart Schaffner and Marx series of prize essays, by Houghton, Mifflin & Co. He has also published a number of articles in the Monetary Times, Financial Post, Canadian Finance, Journal of Political Economy, and National Municipal Review. He is also the author of two manuals on Chamber of Commerce Procedure, covering City Planning Procedure, and Elections, and joint author of a manual on Budgets. He is a member of the Advisory Editorial Board of the National Municipal Review. W. W. K.

MEMBERSHIP CARD

Date Accepted.....

NATIONAL ASSOCIATION OF CORPORATION TRAINING, INC.
MEMBERSHIP APPLICATION

The undersigned hereby applies for CLASS A membership in the National Association of Corporation Training, Inc., and, in consideration of this application being accepted and the undersigned thereby becoming a member of the Association, hereby agrees to assist in co-operative research, and exchange of information among member companies, and to pay the fee and dues in the amount and at the time stated; beginning..... the annual subscription of $5.00 to "Corporation Training," the official publication of the Association, being included in the aforesaid dues.

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This Agreement may be cancelled by written resignation, in accordance with the provisions of the By-Laws.

THE 1922 COMMITTEE SYSTEM

One of the outstanding features of the National Association of Corporation Training is the system of active committees. These committees prepare reports on the various training problems and on problems immediately related to training.

The Committee Reports are the expression of *joint opinion* and their recommendations are, therefore, a safe working basis for executives to follow. This does not mean that the Association does not favor free expression of individual opinion. Indeed, the Chapter meetings and the Bulletin provide the media for the freest interchange of individual views.

The Association is, however, justly proud of the fact that annually it has a group of active committees producing results.

This year the Committee Chairmen were carefully selected by the Committee on Committees. The Committee on Committees then conferred with the Committee Chairmen in the selection of members of committees with a view to preventing undue overlapping of committee appointments.

In addition to the committees listed below, special advisory committees will be appointed from time to time to co-operate in the preparation of special reports by the staff. It is hoped thus to improve the value of and interest in the special reports.

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Classification of Training Literature	*Chairman:*
Employment and Labor Turnover in Relation to Training	*Chairman:* H. E. Von Kersburg
Executive Training	*Chairman:* C. R. Dooley
Foreman Training	*Chairman:* H. H. Tukey
Health Education	*Chairman:* Dr. E. S. McSweeney
House Organs as a Training Method	*Chairman:* F. P. Pitzer
Job Analysis	*Chairman:* Harry A. Hopf
Methods of Training Employees in Principles of Economics	*Chairman:* Dr. Lee Galloway
Office Work Training	*Chairman:* Martin W. Pierce
Psychological Tests and Rating Scales in Relation to Training	*Chairman:* Dr. E. K. Strong, Jr.
Shop Training	*Chairman:* Dr. R. L. Sackett
Trade Apprenticeship	*Chairman:* E. E. Sheldon
Training for Salesmen	*Chairman:* Henry S. Dennison
Training Terminology	*Chairman:* J. W. Dietz
Unskilled Labor and Americanization	*Chairman:* J. E. Banks
Visualized Training	*Chairman:* H. M. Jefferson
Industrial and Public School Relations	*Chairman:* C. S. Coler
Relations with Collegiate Schools of Business	*Chairman:*
Relations with Engineering Schools	*Chairman:* W. E. Wickenden
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FUNCTIONS

1. To assist management in solving the problems of the training and development of employees.
2. To provide opportunities for conference, co-operative research and exchange of information among member companies.
3. To assist established educational institutions in interpreting the needs of commerce and industry by maintaining reciprocal relations with them.

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New York Evening Post Building, 20 Vesey Street, New York City.

CORPORATION TRAINING

March, 1922

Principles Underlying Effective Training of Employees

By C. R. Mann

Chairman of Civilian Advisory Board, War Department, formerly Professor of Physics, University of Chicago, investigator for joint committee on Engineering Education of the National Engineering Societies and the Carnegie Foundation for the Advancement of Teaching.

THE PERENNIAL problem of industry is to bring together the right man and the right job. Work must be done. Men must do it. Who will do what, that each may contribute most to the achievement of the end sought by all?

As in every constructive enterprise, so here, measurement is prerequisite to making a good fit. Measurement means defined standards, appropriate units and a practical procedure. Men and jobs must be fitted together; what standards, units and procedure will best accomplish the task?

It takes years to perfect a system of weights and measures. First measurements are always crude. As practice in their use is gained and the underlying hypotheses are tested, they become more suitable and accurate. Measurements of men are no exception to this rule. The present expedients are unquestionably full of error. Study and experiment are needed to correct them.

Job Specifications and Objective Tests of Men.

So far the best results in fitting men and jobs together have been secured by the use of suitable specifications of the job combined with objective tests of men.

Successful job specifications define both what must be done by a man on the job and what the man must know to do the job well. Specifications also set standards, which state how well each portion of the job must be done.

Tests measure proficiency. The best tests are those that give maximum accuracy in minimum time. This is true when the

candidate's performance leaves a record that shows obviously how well he has succeeded. Such tests are called objective tests because the results are independent of the subjective judgment of the examiner.

Job specifications and objective tests are at present the best available measuring devices for fitting together men and jobs. They are all that is needed when there are plenty of skilled men and the problem is to place the men most advantageously.

When the supply of skilled men is exhausted, green men have to be trained to do the work. The job specifications then define the objective of training. They set the goal. The tests then measure progress and tell when the man has arrived.

Relation of Job Specifications to Training.

In order to use job specifications as a goal for training, they must be analyzed into a series of smaller fragments, each of which is small enough to make a reasonable lesson. A specification for a telegraph operator that calls for ability to send messages at the rate of twenty words a minute cannot be met by a single lesson. A series of lessons must be prepared such that their cumulative effect will accomplish the desired result with maximum thoroughness in minimum time. Such subdivisions of job specifications are called instruction units.

The analysis of job specifications into instruction units may be made in a large number of ways. The success of instruction depends in large measure on how this is done. It is the general practice of text-book writers to follow the model of Euclid, proceeding in logical order from axioms, definitions and theoretically simple elements to more complex systems. This procedure seems rational to one who has mastered a subject and organized it logically in his own mind.

The experiences of life, however, do not present themselves in logical order. The situations one faces continually are infinitely complex. Until a beginner has had practice in selecting the significant factors of a complex situation and in recognizing the logical elements involved, his logical learning often fails to function. Whole classes in geometry have been unable to find a parallelogram among the objects in the class room around them.

Experience during the past few years in the army in training many hundred thousand men to do well the work of the military establishment has demonstrated that the best results are secured when the job specifications are analyzed into jobs or operations.

These smaller jobs or operations constitute the instruction units of which the course is constructed.

Criticism has been made of this process of training men by instruction units, each of which is itself a job or operation. It has been claimed that such training develops manual skill and narrow specialization, but does not give breadth or grasp of principles. The validity of this criticism depends on how the instruction is handled. The organization of subject matter is but one factor in a teaching program.

Purpose of Instruction.

The army recognizes that the instruction materials, selected by the process of job analysis just described, must be so handled in school as to achieve a double purpose. The graduate must be technically skilled—he must have dexterity to do the job well. He must also be so saturated with the underlying principles and related information that in an emergency, when compelled to act on his own initiative and judgment, he will instinctively act with intelligence, loyalty and fidelity to his comrades. In other words, he must have drill and practice to develop accuracy of eye and touch essential for automatic skill. He must also frequently face new situations and problems that keep him continually adjusting his mind to new facts and first principles.

The best results in achieving this double objective of automatic skill and intelligent judgment through practice and orientation has been secured in the army in those post schools that have been organized as far as possible for productive work. To this end the job specifications have been analyzed into jobs or operations that contribute to the maintenance of the post or to making it a better place to live in. The activities of the school then center about a flow of productive work. In the seven divisional camps that were operating last winter the post schools did more than $250,000 worth of productive work and had better educational results because of it.

Technical training that succeeds in developing both automatic skill through practice and intelligent judgment through orientation is still open to the criticism of narrow specialization, provided attention is not also paid to that wide range of situations and problems that grow out of the relations of men with men. The shop practice naturally emphasizes mastery of materials and principles of natural science. The social, economic, political and religious customs and institutions are apt to be more or less overlooked.

The Humanizing Elements in Training.

To supply this humanizing element, which may be called the liberal component of training, the army has collected a series of short anecdotes that present situations and problems in human relationships. The facts and principles involved are discussed with the men in such a way as to stimulate them to adjust their minds to the case and form judgments as to what action is called for to improve matters. The first episodes and cases are chosen from army life, but they gradually expand in scope until they include national, international and even philosophic problems. In every case the ethical import is carefully considered.

It is, of course, clear that this liberal component of the soldier training has the same double objective as has the technical component. His daily relations give him practice in dealing with men and the analysis of these everyday cases furnishes the needed orientation concerning the human values in life. An industrial firm can readily develop similar courses to orient employees on its mission, its policies, its service to men and its relationship to the world's work. These courses in the army have proved to be powerful agencies for developing fine morale.

Essentials of a Training Program.

The foregoing principles as worked out in army training have resulted in the production of better workmen in less time. In some cases the time of training to standard proficiency has been reduced more than half. Industry and the public schools can accomplish like results, if they are willing to work over the necessary detail with sufficient care and patience. The five essentials of the program are:

1. Job specifications that define the objective.
2. Tests that measure proficiency.
3. Job analysis into practical instruction units.
4. Technical instruction that secures both practice and orientation.
5. Practice and orientation in the liberal component.

Training Office Workers

By Wallace Clark

Management Engineer

I SHALL NOT attempt to cover the whole field of the training of office workers, but merely mention some things which can be taught them.

An office worker can be shown that the purposes of an office is to serve rather than control. The usual business organization has at least two distinct parts, manufacturing and distributing. In some cases it may be primarily a manufacturing concern with its selling taken care of by some other organization, or on the other hand, its principal interest may be selling and it may purchase from another company which manufactures. In either case there will be two distinct tasks, first, getting the goods and, second, getting rid of the goods.

Function and Place of an Office.

There is usually a small group of executives who direct the operation of a business. Under their direct or indirect charge there is also an office which comes between the manufacturing and distributing. I have been in the habit of regarding this small group of executives in control of the business as separate from the office rather than a part of it, so that when I refer to an office, I mean the organization which serves these executives, the manufacturing end and the distributing end.

For an office to be successful, the members of its organization must realize that they are there to serve manufacturing and selling and not to control it. For instance the office manager, the head of the order department, or the controller of the company should not attempt to tell the manufacturing plant what it can make and what it cannot, or the sales force what they can sell. It is the duty of these men in the office to keep records and present them in such a way as to help the distributing organization to sell the things which can be manufactured at a reasonable cost.

It seems to me that one of the first things to be taught a new employee is to accept the point of view that an office is organized for service.

Another feature of office work which should be understood by the members of an organization is that an office is engaged

not in originating things, but in transmitting them. For instance, an order originates in the sales department and passes through the office on its way to the manufacturing plant; the order is translated by the office into terms which will be understood by the organization which does the manufacturing. On the other hand, a new product comes from the manufacturing department and information in regard to it is translated by the office into terms which will be understood by salesmen and customers. The office also keeps records of what has been done and files information of various kinds which is applied to these two constantly moving streams, one from the selling to the manufacturing and the other from the manufacturing to the selling.

Test of Office Efficiency.

To measure the effectiveness of the management of an office is to measure the rate at which work goes through that office. We are dealing here with a moving force. What is the momentum of that force? Think of your own office. Is the momentum of those two streams retarded or accelerated by your office? Do orders come in and go straight through, or do they come in and wander around the office and sit down for a little rest before they go out the other door? Is it the same way with information which is to be transmitted from the plant to the customer?

That is the second thing which I believe can be taught employees; *the effectiveness of an office is judged by the rate of flow of work through that office.*

Getting office work done is limited by three things, time, cost and quality; that is, first, it must be done at the right time; second, it must be done at a reasonable cost; third, it must be done in accordance with a definite standard of quality.

I say a definite standard of quality rather than a high standard of quality because a high standard is not always necessary. Take for instance, the appearance of letters. An investment broker, a Fifth Avenue jeweler, or a manufacturer of typewriters must send out of the office letters which give the impression that everything in that office is done with extreme accuracy, by well educated people. On the other hand, letters which go out of a mail order house should not be too well typed. Customers are buying from that house because they believe that they can get more for their money there than anywhere else, and they do not want to pay for "hyfalutin" letters. The standard

of quality of the work done in any office is determined by the executives of the company, and this standard should be definite and clearly explained to all employees.

The relative importance of these three limits to getting work done, time, cost and quality, constantly varies. It may be impossible to get certain work done when it is wanted without sacrificing quality or increasing its cost. No general rule can be laid down to determine the relative importance of these three limits.

Analyzing the Difficulty.

Granted that these three things are taken into consideration in measuring the rate at which work moves through an office, let us suppose in a given case that this rate is not satisfactory. What is to be done about it? The obvious step is to find out what interferes with the flow of work.

Let us take an order department as an example. There may be on the average 100 orders received per day. It is the duty of this department to add certain information and pass these orders through to the plant. The department is provided with the requisite number of employees and with the necessary equipment to handle this quantity of orders. Let us get the head of that department to report at the end of each day the number of orders he has put through and the number he has left over at the end of the day, with the reasons why these orders were not put through. In the figure of 100 per day we have the rate of flow of work which is considered satisfactory. In the number which were put through, say 80, we have the actual rate at which the work went through. In the reasons for not putting through the other 20, we have the obstacles which stood in the way of this department, that is, the conditions which retarded the flow of work.

Take another, say a purchasing department, which buys supplies or equipment for a large office. Their work comes from the office in the form of requisitions, but there is no regular flow of work, so that it is impossible to say that their day's work consists in handling 50 requisitions. However, it is possible for them to handle each day all the requisitions which they receive, say, up to three o'clock. They can get in the mail before they leave each night purchase orders or requests for quotations covering whatever requisitions they receive before three. At the end of the day the head of that department can

have made out a report showing the number of requisitions received, which is the desired momentum, the number of orders placed and the number left over at the end of the day, with the reasons why.

Take as a third example, a stenographic department. The task of the head stenographer is to have transcribed all work dictated through the day and to turn out all the copy work which is wanted that day. At the end of the day, her report shows the number of lines dictated, the number transcribed and the number left over, with the reasons why. Those reasons might be absence of stenographers, typewriters in need of repairs, the fact that someone dictated a large amount of mail after three o'clock, that several stenographers were idle until half past ten in the morning waiting for dictation, and so forth. The head stenographer thus reports to her superior the rate at which work went through her department compared with the desired rate and enumerates the obstacles which stood in her way.

Removing the Causes of Delay.

Knowing these facts, they are able to prevent the recurrence of such delays. In the average office the delays which are brought up in this way are of great variety. Some of them can be removed only by the executives of the company, others are under the control of the office manager, the department head or the worker himself, but a knowledge of these delays should help each one to overcome the obstacles over which he has control. I have found that delays are frequently due to undefined responsibilities—cases where authority and responsibility do not match. Another fertile cause of trouble is complicated methods; things which have been done the long way on account of unusual conditions or peculiarities of employees. When those conditions changed, or employees were transferred, methods had not been straightened out. Such delays point out the need of simplified methods.

When we have found out what interferes with the flow of work through an office, an employee can be trained to simplify his own methods and to overcome his own obstacles. This gives him a greater interest in his work and develops his initiative.

When delays are avoided, obstacles removed and work is flowing smoothly and rapidly through an office, you will find workers well-trained and the office as a whole organized for service.

Training of Office Employees

With Special Reference to Junior Executives

By Mark M. Jones

Curtis, Fosdick & Belknap

EDUCATION impresses me as standing for something more than is immediately involved in promoting the ends of a given business. It would have more to do with the addition to the present quantity of knowledge and ability of the individual than would be necessary from the standpoint of immediate productivity or early promotion. It might not necessarily have an important bearing on the work of the individual on his present job, but in the long run would contribute to building up his usefulness as the preliminary to promotion.

Training, on the other hand, impresses me as a very definite and immediate concern of any business which employs more than a few individuals. It is a form of preventive work designed to supplant the "trial and error method" by which the employee acquires information about a given business, a department, and a position. It has to do with fixing the place of the individual in the team of which he is a member, delimiting his responsibilities, refining his relations with his co-workers, and building up skill for immediate productivity. It presupposes the accumulation of the experience of that firm with regard to the position involved and as a minimum at least, should apprise the worker as to what "won't work."

The expense of education would not impress me as a proper charge against current operations. It would seem more in the nature of an investment. As it represents an intangible asset, however, I should adopt the more conservative classification of "deferred charge against operations." Training, however, is more immediately effective, and seems, therefore, a proper charge against current operations.

It seems to me that there can be little room for argument with respect to the value of or need for training. It involves everything from communicating the basic information necessary for the assimilation of the newcomer into the office force to practice designed to increase skill in doing a given piece of repetition work.

I see two main aspects of the general question of training which may be of interest to you. One has to do with the initial

period in the relations of employer and employed, and mainly bears on the induction of the individual into the organization and providing him with that minimum of training which builds up the values he brings to the skill necessary for him to produce results worth more than the cost of the results he produces. There is a body of necessary information which at the time an individual goes into an organization is usually picked up by that individual of his own accord. It is seldom organized and presented to him in a form which makes him more quickly productive. The other aspect has to do with reviving waning skill as a temporary measure or installing a new method or process of performing the same operation. Too often nothing is done to combat the reactions which come after long periods of pressure or sustained effort. At the same time important changes are made in methods or processes without the individual or collective training of the persons upon whom the value of the new method or process depends—the worker. Training should serve both ends.

Now to take up the Junior Executive. It seems to me important that we should consider not only the training of the Junior Executive, but the use of the Junior Executive to train the rank and file.

The conditions in each enterprise have an important bearing upon just what is to be done in the training of the Junior Executive; yet there are some ideas of general interest, and I shall present a few in the hope that they may contribute to an interesting discussion. The first has to do with the importance of training the Junior Executive to think in terms of the whole. Specialization so often proceeds so far beyond the point where it is efficient that something must be done to restore balance. To that end, the Junior Executive may be trained to think in terms of the whole, with his particular department and problems as a background. This may be done through participation in the consideration of problems of the business as a whole, through a temporary assignment to other departments, through assignment to investigate and suggest the manner of meeting an emergency, through assignment to teach other employees, and through a certain amount of that education which acquaints the Junior Executive with the broader theories of economics, organization, and administration, which raise his vision of his job. At the same time, it seems that training may be resorted to, in order that we may re-establish balance where an unusually

aggressive personality has developed a department beyond other co-ordinate departments.

In training personnel, it seems to me that the Junior Executive is the first agency to be considered for the purpose. He is on the job as one of the agencies of administration, has the background of daily experience which may be used to great advantage in the training process, and needs that raising of vision which results from stepping aside from the daily rush, reflecting, teaching, and discussing.

At the same time training is a distinct part of the job of every executive. In some cases he may devote but a small portion of his time to it. In other cases it may consume more than half of his time. In general it has been ignored by executives.

It seems to me, however, that there is a certain amount of training which cannot be avoided by any Junior Executive, regardless of the pressure of other matters. It has to do with the installation of the new employee and the building up of his productiveness to the level of the department or the point where he or she is a source of profit to the unit. Introduction to other employees, the basic information desired with respect to hours, vacations, pay-day, etc., may be communicated by the Junior Executive, and other information-giving opportunities of that nature utilized as the foundation for pleasant relations and that understanding which must precede confidence and co-operation.

Whether there shall be a special training department is not a subject for general discussion. My view is that you must always consider the agencies at hand and when they are inadequate create a new agency. Of course, the volume of business and the pressure upon the organization may make it impossible to utilize the Junior Executive for a considerable amount of training. Training departments as a special staff function are useful under certain conditions and a very definite place and opportunity exists for them. Even though Junior Executives be utilized for training there is a need for detached study and research, and for the preparation of material bearing upon the broad aspects of the problems of the business which in the larger enterprises create a distinct need for the staff specialist. As I see it, there is a great need, however, to consider each situation with respect to the ends to be served first. The means may then claim attention. Training is a means to an end.

Training Junior Clerical Employees in Banks

By Paul C. Holter

Personnel Director, Chase National Bank

SEVERAL YEARS ago it cost a certain company $369 for typists to turn out 48,000 square inches of typewritten work, or at the rate of $7.69 per thousand square inches. A few years later, after the management had made a scientific study of the situation, and after it had introduced a method of selecting the best-fitted applicants, followed this by a period of training, decided what constituted a "day's work" as a standard, and based its remuneration accordingly on the quantity and the quality of the work, the same department produced in one week 115,000 square inches with nearly half the number of employees and an average increase of about 25% in the pay of those employees. For the same amount of work it then cost the company only $297 against $369, or $5.66 per thousand square inches against $7.69.

Difficulty of Securing Trained Bank Clerks.

Those of you who are affiliated with banks appreciate the difficulty of securing trained workers, such as adding machine operators, currency or money counters, statement machine operators or transit department clerks who can sort, list, advise and handle items properly. It takes from a few days to several weeks of training before such workers are capable of performing the tasks assigned to them with any degree of speed, care and accuracy.

Not very long ago a messenger, a young lad who had never been employed before, was instructed to make a collection from a certain firm. It was quite late in the afternoon when he received a check of several thousand dollars, and instead of returning with it to the bank he thought it perfectly safe to take it home and hand it to the department head the following morning. He had not realized the seriousness of such an act. A friend of mine related to me the case of a youngster on the messenger force who, when he received a check of $150,000, thought it would be most interesting to his father and mother to see a check so large, and therefore took it home over-night. You can imagine the excitement which reigned until the check was delivered the following morning.

It does not require a great stretch of the imagination to recognize how desirable it would be to have new employees able to do an average day's work immediately upon placement, and how remarkably this would aid in the operation of an organization. A young man who does not "know how" faces discouragements and distractions which do not help to stimulate and create a wholesome, sound and satisfying outlook, when thrown into the maelstrom of some of our large banks and business organizations. "He is at sea." But if he is trained to operate an adding machine with dexterity, or to count currency, and if he knows how to distinguish United States Notes from National Bank Notes, Federal Reserve Notes and Federal Reserve Bank Notes, how to detect counterfeits and to sort properly, or to list and sort checks according to clearing house numbers, much of the strangeness soon disappears. If any of you have ever tried to "break in" a new employee, and no doubt all of you have had such experience, you will understand how much of the other fellow's time is consumed in showing the new arrival how to do his work, and how the risk of errors is multiplied by the introduction of new employees.

Value of Training.

I know of an instance where in the short period of a few months, even in such a simple operation as sorting checks, the percentage of missorts jumped from less than 1% to over 3% owing to resignations and other changes in the department and the consequent lack of training in the personnel of the department.

It is an excellent contribution to the success of an organization to give the office boy, the messenger, the file clerk, the transit clerk, the currency counter, the Clearing House clerk and the bookkeeping machine operator a picture of the "whole works," its policies, what it stands for among the banks of the community, and how important a part "he" plays in the realization of its ideals, and that its success is "his" success and that the organization or bank needs his viewpoint as much as he needs the bank's viewpoint.

Although there may be other causes of turnover in certain departments of banks, yet lack of training is a very serious cause and you are certain to experience a decrease of turnover as a result of proper training and mastery of the tasks assigned to juniors. In addition you will find that fewer employees will be required to perform the work.

In one downtown bank where the turnover was kept down to a minimum and where all the members of the department and particularly the new employees were properly trained the output increased almost 30% within a six months' period after the training program began. Moreover, the need for training is greatest in proportion as the turnover is great. Otherwise the output will suffer.

Training decreases listlessness and lack of interest. I know of nothing that stifles enthusiasm, loyalty and ability of employees who have been connected with an organization for a number of years so much as a realization that they are in a rut, or that progress and promotion is either very far off or blocked entirely.

Where such employees have simply acquired their experience or ability by rote, it would furnish no small incentive to introduce some method or form of training suitable to such a class in order to inject new zest, new life and new enthusiasm into them. As a consequence errors will be reduced, new and improved ways and means of performing tasks will be discovered, unnecessary motions eliminated, and the speed and the amount of work accomplished increased. Such training will also act as a guide for promotions.

If "old" employees are properly trained and "see" opportunities for promotion it improves their morale and decreases the turnover. For the "old" employees need the proper outlook, desire the same knowledge of the organization's policies and need encouragement just as much, if not more, than the new employees.

If it costs a bank $100 for engaging, "breaking in" and training a new employee, one can easily see how the cost would mount in departments where the turnover is heavy. This is an estimated cost. In some banks the cost is doubtless lower, in others higher.

The cost of training is more than offset by increased output, by decreasing turnover, and by decreasing the total number of employees necessary to perform a given amount of work. Training decreases costs by teaching approved methods, by developing improved methods and by eliminating errors. If a statement machine operator is shown how to adjust a chair for proper and rapid work, how important correct posture is, how the one hand should be utilized for certain operations and the other for a different set, and how to eliminate unnecessary motions, the quality and quantity of her work will be increased in propor-

tion. In order to get the best results in a type of work, a complete and exact knowledge of the best way of doing the work must be known, proper equipment and materials provided, and some one *willing and able* to show the untrained person how to make use of such information and tools, placed in charge.

Since modern banking is such an exact business, a very large percentage of the work being performed with the aid of all sorts of mechanical devices and machines, the necessity for trained operators is becoming more and more important.

Methods of Training.

The first method of training is the "sink or swim" method by which the employee is expected to gain his experience and knowledge through the performance of his daily duties.

Second, he may be instructed more or less haphazardly by older employees.

Third, he may be instructed by the Department Head.

Fourth, he may be trained by means of an operating manual which outlines his duties, functions and tasks.

Fifth, he may be trained by special instructors.

Sixth, he may be instructed in a part time school.

Seventh, he may be trained in the company's vestibule school or classes.

Eighth, he may be trained in a specially equipped school in courses such as the New York Chapter of the American Institute of Banking provides. Here he is taught such subjects as Bank Arithmetic, Bank Bookkeeping, Banking Practice, Elementary English, Business English, together with more advanced courses on Credits, Money and Banking, Foreign Trade, etc., as he progresses in the bank.

Quite naturally the place for training will be determined very largely by the method adopted. It may be in the department, in special rooms in close proximity to the office, or at quarters apart and away from headquarters. This raises the question as to those who should do the instructing—whether trained teachers who have been taught the operations, or trained operators who have been taught to instruct. It is reasonable to expect that instructors should fire the imagination of the worker and indicate not only the specific reason for each motion, act or operation, but its relation to the whole in its entirety. In the case of machine operation standard and rapid methods of fingering should be taught.

As to the length of training, I leave that open for your discussion:

(a) Should it be a predetermined period, or

(b) Should it depend on the completion of a certain amount of work, or

(c) Should it be governed by the attainment of a certain grade of efficiency?

The last and most important issue which I wish to stress, one which is so often neglected and slighted, is the necessity for following up employees who have had training.

1. What is the best means of checking the progress of the employee? Should his record be reviewed after certain set and stated intervals—after one month, two months, three months, and then every three or six months?

2. What methods or systems are best in order to check the value of the training?

The trained man will always prove himself to be the most successful. But it is not so much a question of merely knowing that counts. It is rather a question of *knowing how to apply what you know.*

Bank School in Milwaukee

The First Wisconsin National Bank of Milwaukee has established a system of classes for its 450 employees who are obliged to attend classes. Cashier A. G. Casper is chairman of the Educational Committee, whose functions are those of a Board of Education. Arthur H. Lambeck is the full-time Educational Director.

Classes for pages, messengers, junior clerks, are conducted during the day. Classes for others, including senior clerks, are conducted in the evening.

A branch of the public library is maintained at the bank for books on general subjects, but the bank provides its own library on business and financial subjects. Senior clerks are taking courses either with the Benjamin Franklin Institute, the Sheldon School, or the Alexander Hamilton Institute.

Training Office Employees

Report of Discussion

By H. M. Jefferson

Manager of Personnel Development Department, Federal Reserve Bank of New York

THE articles by Messrs. Jones, Clark, and Holter were addresses delivered before the section on Training of Office Employees of the joint meeting of the Executives' Club of New York and the New York Chapter of the National Association of Corporation Training on February 17th at the Bankers' Club. These papers were discussed by Messrs. Jones, Hopf, Steffans, de Motte, Bergen, Taylor, Lough, Jenson, Cook, and Eddy. Mr. Harry A. Hopf was presiding Chairman.

HARRY A. HOPF, H. A. Hopf & Co. Training must prove that it has dollars and cents value. It must appeal to common sense. It would be a miracle if we could successfully place workers in an organization without training. It would also be difficult to work out a program that would include all workers in a large organization, and I therefore feel that the first consideration should be given to pivotal or key men.

ROGER STEFFANS, Educational Director, National City Bank. The National City Bank has tried many things in educational work. Its present system, which consists of having a course only for junior clerks, and co-operating with outside agencies, is perfectly satisfactory. I should like to ask Mr. Holter two or three questions:

How does training operate at the Chase National Bank?

Does he consider it successful?

How does he know it is successful?

MR. HOLTER: Our educational program is in the experimental stage. We have scrapped a lot of material that was useful during the war, but which would not be satisfactory at the present time. We are feeling our way but have no data on current work.

MR. HOPF: If a training program were started with a job analysis and complete knowledge of the elements with definite standards established, it would be possible to make it more closely approach the realm of practicality.

L. W. DE MOTTE, Personnel Director, American Express Co.: I should like to ask Mr. Clark the question as to whether training should be done on company or individual time.

WALLACE CLARK: In shop work we find it practical to do nearly all of the training on company time. Some classes of work, such as draftsman training, can be done just as well in the evening.

H. B. BERGEN, Employment Manager, Henry L. Doherty & Co.: The question whether the work should be done on company or individual time depends upon the kind of training. If it is training designed to improve the quality and quantity of output, it should be done on company time. If the work is more cultural in its nature, it should be done on the employee's time.

MR. HOPF: Training should be defined as something that develops vocational skill, and educational work is something which improves the intellect. It is my belief that training work should be carried on in the same manner as any other operating work. The training division should be charged with the cost of the raw material and with all other operating expenses, and should be credited with the proceeds of the work which it turns out. It will then be possible to assay its real value.

(NOTE) At this point Mr. Hopf asked for a vote on the question whether training, in which the object is to train employees to do their work better, is something for which the company should pay. Fifteen affirmative votes were recorded, with no doubtful, and no negative votes.

DEAN A. W. TAYLOR, Wall Street Division, New York University: I wish to raise the question as to whether the organization of an office is such that men can be released for a definite part of the day and put into classroom work. It seems to me to be possible in industries, but I do not think it can be done in office work without making provision for a sufficient number of workers to permit the withdrawal of a part of them for training.

MR. CLARK: The training work in the industries is not always done during the day, but if the classes are held at night, the employees are reimbursed by the company.

MR. HOPF: The organization of an office has a great deal to do with the question whether the particular office may find it expedient to release employees for study. The character of the work enters into the question. In spite of all these things, if we can determine that training has a dollars and cents value, it would be well worth while to have a reserve staff so as to be able to withdraw workers from the departments. The main thing is to set up standards of measurement of the value of the

training work. An employee who enters a department without training is not assessed properly. No one knows how much the work of the department is retarded by his presence. We should find a means of determining his value before the training begins and after it is ended.

MR. DE MOTTE: We are now talking about training for a job. Training for promotion is very important. Opportunities are scarce and some men are likely to get into "blind alley jobs." It is my belief that some "blind alley jobs" are necessary.

MR. HOPF: I cannot agree with that. You should meet the situation clearly. If you cannot find a place in your organization worthy of a man, tell him so frankly and help him get a job elsewhere. Establish definite standards and show the man just what his line of progress is.

MR. DE MOTTE: I should like to hear from Mr. Steffan on the general question of educational work.

MR. STEFFAN: There are many pitfalls in this work. For five or six years we tried to teach everything inside the institution. We have abandoned all this and the only thing we do now is to teach those who come to us untrained, that is, the young boys. We expect others to teach men to count money, to take dictation on typewriters, etc. Suppose a department has fifty clerks. It is a question how one of these clerks can be trained in the work he is doing in order to improve his quality. Bank work is divided into small units each of which is extremely technical and we feel that it can best be done on the job. The department head or supervisor is the best teacher. We take in boys and teach them on company time everything that is necessary for them to know about the institution, including their place in it, and how they will progress as they go on. We have a number of books written for our work and use these as a base for our studies. The boys stay with us for a few days or a week and then go into the bank.

We also have classes in what we call the National City Institute for boys, which holds sessions from seven to eight in the morning with a remarkable percentage of attendance. These classes discuss English History presented from the current events viewpoint and we try to present to the boys a general educational program that will be of value, including physical development, etc. In addition to this, we are paying one-half of the expenses of our employees in educational work, and instead of spending $10,000 to $20,000 for instructors, we tell our people that we

will help them in this way, if they will take a course in an approved institution. We also feel that if employees have the "pep" to do this work at night, they will demonstrate to us and to themselves that they are the ones who should be helped.

MR. HOPF: A very successful mail order house follows the practice of putting the business from the State of Maryland into a separate room for the purposes of training. All business received from Maryland is handled by this training squadron, and employees are thus given practical experience in the work.

MR. DE MOTTE: The training program has bothered us. It is very hard to justify. This is in connection with the sending of men to the foreign field. We took a number of college graduates, ranging from twenty-two to twenty-eight years of age, and gave them from five to six months training in New York, giving them an outline of the duties of this office and showing them its relation to the foreign field. They were then sent to France and placed in offices under foreigners of various kinds, and though we realized that they had the opposition of these office managers, still we did not think they made out as well as they should have done, and the practice of training college men for this work is "killed" for the time being. We must train men for foreign work, but the question is how to train college men so they will stay with us and become valuable.

MR. HOLTER: The trouble with the foreign field is that Americans have not the training in fundamentals that the English, Germans and other men from the Continent have. We do not hold out foreign work in a sufficiently attractive way to make it a life work. I know dozens of Americans who have gone to the foreign field, and after they have completed the three to five year contract, said they never could be tempted into it again.

DEAN TAYLOR: I am wondering if there is anything that can be worked out in practice with reference to training college men definitely for their work. I think we are handicapped by the fact that when a young man leaves college, from twenty-two to twenty-eight years of age, he thinks he is ready to take an official position; this is a serious difficulty in training men in college for particular kinds of work. High school graduates do not expect to become executives in thirty days, but college graduates expect to be executives in two weeks. No college that I know can take a young man and train him fully for business. The apprenticeship is inevitably a longer period than the average college graduate seems willing to take.

WILLIAM H. LOUGH, President, Business Training Corporation: I think too much is expected by the institution of an educational program. Too much is expected by the man who takes the training, and too much is expected by the business which employs a specially trained man.

How do we know that a person is fitted for foreign service? If we had some means of analyzing his character and testing him out in this way, it would be valuable, but none of us believes that this can be done at the present time. The best that can be done is to give the employee a broad general viewpoint of business to develop an esprit de corps and give him an inspiration and leave him to work out his special field. It is dangerous to try to turn out a finished product in any line.

MR. JENSON, the E. I. duPont deNemours Co.: When the war was over we had a number of college graduates who had made good in a number of lines. We took five of them and trained them specially in all parts of the work, and sent them to branch offices where they started in at the bottom and worked up to the position of chief clerk. After one and one-half years of this kind of training, three of the men had found permanent positions of a high grade and the other two had failed.

MR. STEFFAN: Our experience with the college graduate has been similar to that of Mr. de Motte and we have discontinued the work.

MR. COOK: A great many men have gone into foreign service and have given it up because they have not been able to see anything ahead. Many of them have spent ten years abroad and have gotten up to the $5,000 class. They frankly state that if they are going to be anchored there, they would prefer to be in some part of the United States rather than in China.

MR. HOPF: It seems to me that we have discussed this subject for a considerable length of time, and I suggest that we turn to junior clerks—those from $1,000 to $1,800.

W. TRACY EDDY: What latitude should be allowed in selecting subjects?

MR. HOPF: That depends largely upon whether the course is given inside or outside. If the man is willing to spend his time and some of his money, it is a fair risk to give him rather wide latitude in making the selection. In general, the selections will be beneficial to the institution.

MR. JONES: The needs of the institution should be the governing factor.

MR. HOPF: We should take a very liberal view. The personnel office should approve the courses. It would be good business to err on the side of liberality.

New Jersey Bill on Apprenticeship

A bill has been introduced into the New Jersey Assembly to prevent labor unions from restricting the number of young men who may learn a trade. Under prevailing conditions some labor unions dictate how many apprentices can learn a trade. The proposed law would prevent this limitation.

The Hoboken Observer remarks that "Industrial Education has become a feature of the curriculum in the advance schools in the larger cities of this and other states, but the students who have shown a marked aptitude for excellence in certain lines are practically excluded from getting the practical experience in shops that would make them masters of a trade, because of this arbitrary apprentice rule."

Business Training for Engineers

The apparent fact that high salaries in the engineering profession go to men with business ability seems to be adequate justification for the discussion of the subject of business training at the December meeting of the A. S. M. E. in New York.

One session was given to a discussion of engineering education in which the importance of business training was emphasized.

It begins to appear that business management is the one thing which differentiates the most successful engineer from the highly specialized or technical engineer.

Building Trade Apprentices

In Great Britain they are proposing to set up building trade apprenticeship committees in every center of the industry. The purpose is to arrange for addresses on the building industry and to distribute literature to the boys in the schools, and to interview, with their parents, boys who wish to enter the building trade.

The Stetson Suggestion Box

The February number of *The Hat Box,* the employees' magazine of the John B. Stetson Company, contains an article which appeals to the employees to use the suggestion system. A suggestion system is an inverse method of training, and this article is a good educational use of an employees' magazine.

Training in Industrial Publishing

A DEVELOPMENT of exceptional interest to many of our members is the organization during the past few months of a specialized training course in Industrial Publishing under the auspices of the New York Business Publishers' Association. This Association comprises the publishers of practically all the leading trade, technical and class papers in New York City. The publishers have for years felt the need of providing some form of specialized training in this field. In the spring of 1921, an Educational Committee was appointed, headed by H. M. Swetland, President of the United Publishers' Corporation. The Committee then retained the Business Training Corporation, of New York City, to organize and conduct a course in the fundamentals of industrial publishing.

It was decided that the first enrollments in the course should come from the men already actively engaged in the business. For this reason it was necessary to make the text-material and the instruction especially practical and meaty. A co-operating staff of over 40 publishers, editors, advertising managers, and heads of other specialized activities was formed; and from these men were drawn the data and the ideas which have been woven into the course. As Managing Editor of the series of fifteen text units, the services of Henry H. Norris, Managing Editor of the Electric Railway Journal, and formerly Professor of Electrical Engineering in Cornell University, were secured. For a period of several months Mr. Norris and his staff have been carrying on research on various questions, collecting material and preparing the texts. The text-books for this course constitute the first organized comprehensive study of the problems of this special type of publishing.

The course is being conducted along lines that have been developed by the Business Training Corporation through the use of a combination of home study of the prepared texts, written work consisting of solving a series of problems, a series of meetings devoted to lectures by men of high standing in the industrial publishing business, and another series of meetings devoted to discussion. The complete course is thirty weeks in length.

A remarkable feature of this undertaking is the high quality of the student body. It includes a majority of the publishers, editors, and department heads in this special field in New York

City. The United Publishers' Corporation has an enrollment of about 150 including the three editors of the *Iron Age*. The McGraw-Hill Company has also an enrollment of about 150. Altogether there are 11 classes now running in New York City. So great has been the interest aroused among industrial publishers in other cities that at the October meeting of the Associated Business Papers, Inc., the national organization, it was voted to appoint an Educational Committee to provide for extending the work throughout the country, and this is now being done.

The results which this training is expected to accomplish are the following:

(1) State the best principles and practices in industrial publishing and present them in teachable form so that all people in the business will have a common background to guide them in their work;

(2) Develop more constructive thinking on the part of all people who study the course;

(3) Develop better teamwork in each organization and throughout the business by bringing together people from various departments and giving them an intelligent appreciation and understanding of the work of men in other departments; in other words, develop throughout the people engaged in the business a vision of the whole business of industrial publishing rather than a narrow view of their departmental work;

(4) By all these means raise the standards of the industrial publishing business so that it may render better service to its readers and advertisers in the industries it serves and to the industrial life of the nation.

This is one of a number of cases in which trade associations have undertaken to provide specialized training for the people already engaged in their industry; and this effort on the part of the industrial publishers is reported to be one of the most successful, especially in respect to the co-operation that has been secured and the quality of the men enrolled for the training. This tendency on the part of trade associations is one of great promise for the rapid development of commercial and industrial education.

Why Have a National Association?*

By M. S. Sloan

President of the Brooklyn Edison Company

WHAT are the functions of the National Association of Corporation Training? The first is to study and report on the training methods pursued by corporations and business organizations. The second is to help improve the relations between industry and commerce and established educational institutions, both public and private.

Co-operative Research.

Whenever the number of corporations or individuals engaged in a similar work becomes sufficient, a national organization is formed. Through such an organization information obtained by one individual or organization becomes available to all. The National Association of Corporation Training was formed to meet the need for a forum for the exchange of experiences in training within industry. The amount of research and experimental work in training which each company must conduct has been materially lessened. The value of this conservation in a field which grew as rapidly as training in industry in the past decade is obvious. The committee reports and the convention bring out information of value to those undertaking training, and the national headquarters is a clearing house for additional data. The new plans call for considerable increase in this branch of the service to member companies, and member companies should fully avail themselves of the service.

Co-operation with Educational Institutions.

No matter how willing educational institutions may be to train men better to fit the needs of industry and commerce, their training will be ineffective unless they know definitely what those needs are. Unfortunately, too many of the instructors in educational institutions have never worked in either shop or office. Their instruction, therefore, cannot in itself fit a man for a place in industry. Not only is their instruction likely to be incomplete so far as its practical application is concerned, but it is difficult for them to present correctly the industrial point of view. The National Association of Corporation Training is the logical organization not only to promote the idea of prac-

**Part of an address before the New York Chapter of the Association.*

tical experience on the part of teachers, but also to assist teachers in getting the industrial point of view.

Industry's Responsibility.

If we in industry find fault with the public school and other educational institutions, we must tell the professional educator what we need. If we do not, our criticism is not constructive. While there are those who are in favor of greater specialization on the part of the schools, others argue that the schools should give only the general theoretical training and that industry should do its own practical training and bear the expense of such. The National Association of Corporation Training is certainly the logical organization to help to formulate the training needs of industry, insofar as they can be definitely stated for application by the schools.

Functions of Chapters.

In conclusion, permit me to suggest some of the work which the local chapters of the National Association of Corporation Training can perform.

The first obvious work of the local chapter is to conduct a monthly or other schedule of meetings. These afford an opportunity for better acquaintance of local members and for discussion of common local problems.

Data on local training and educational activities should be collected by the local chapter and given to National Headquarters or to sub-committee chairmen.

The local chapter should also co-operate with other local agencies performing allied work, such as employment managers, clubs, chambers of commerce, executive clubs, public schools, etc.

Moreover, the increase in the membership of the National Association can be accomplished largely through the effort of the local chapters.

Reviews and Abstracts

Employees' Magazines in Canada. (Published by the Department of Labor, Ottawa, Canada.)

This bulletin is the fourth of a series on industrial relations. It defines an employees' magazine as "a periodical publication" issued by a person, firm, or corporation for distribution among his or its employees, for the purpose of promoting personal relationships, unity, *esprit de corps,* and education. It lists and describes such publications as are issued in Canada, together with a list of books containing information about employee magazines.

Improved Foremanship. Bulletin No. 61 of the Federal Board for Vocational Education.

The object of this pamphlet, prepared by Charles R. Allen, Special Agent for Industrial Education, with the co-operation of J. C. Wright, Chief of the Industrial Education Service, is to make available knowledge of valuable experiments in foremanship training and instructor training courses, and to help to set up certain general principles with regard to the objectives to be attained by such training. The following is their definition of the term "foreman": "The term 'foreman' is used to designate, primarily, an individual, regardless of title, who represents the lowest link in the chain of authority, supervision, and management, that is, the minor executive, who stands next to the working force. For all practical purposes, however, the following discussion can be considered as including any minor executive, such as a supervisor, general foreman, forelady, assistant foreman, gang leader, boss, second hand, quarterman and leaderman." This definition suggests the scope of the pamphlet. It covers five parts as follows: "Preliminary Discussion; Types for Foremanship; Trade Extension Courses"—"Detailed Discussion of Trade Extension Courses"—"The Importance of a Clearly Defined Objective"—"General Factors Making for Efficiency in Foremanship Courses." The duties of the foreman are classified as supervisory, managerial, and instructional.

Instructor Training. By C. R. Allen. Bulletin No. 62 of the Federal Board for Vocational Education, Washington, D. C., June, 1921 pp. 1-43.

This clearcut analysis of what instructor training is and how it may or should be carried on is a very important contribution to the subject. It outlines instructor training courses for trade teachers and for foremen having an instructional responsibility,

pointing out clearly the difference in objective and the desirable difference in method and content. It suggests the importance of training instructors for training instructors if we are to make the desired progress.

Most interesting is the comparative discussion of typical courses including the continuous instructor training course, the discontinuous intensive training course, and the longtime training course.

While the bulletin is prepared obviously for the use of public officials, such as directors of State Boards of Vocational Education, it has an exceedingly suggestive value for educating directors of industrial and commercial organizations.

W. J. D.

Foreign Trade—Markets and Methods. By C. S. Cooper. D. Appleton & Co., New York, 1922. pp. xvi-440. Price $3.50.

"No word is more stategic or vital in the realm of our overseas activity than the word 'preparation.'" With this point of view Mr. Cooper devotes two chapters to the subject of training, literature and study courses for foreign commerce.

He sets forth not only the importance of training, but also principles of selection of men for foreign commerce, and the principal methods of training. Particularly interesting is the description of practical methods used by The Standard Oil Company, W. R. Grace & Co., American Locomotive Co., Atlantic Refining Co., American Trading Co., International General Electric Co., General Motors Export Co., E. I. duPont deNemours Export Co., Guaranty Trust Co., Eastman Kodak Co., Armour & Co., United States Steel Co., Robt. Ingersoll & Bro., L. E. Waterman Co., Westinghouse Electric and Mfg. Co., National City Bank, Packard Motor Car, The Texas Co., and the Burroughs Adding Machine Co.

Courses of training at the College of William and Mary, Georgetown University, Boston University, University of Pennsylvania, Harvard University, and the University of Virginia are also outlined.

There is also a very useful bibliography for the student of foreign commerce.

W. J. D.

Association News

Relation of Psychological Tests and Rating Scales to Training

Dr. Edward K. Strong, Jr., Director of the Bureau of Educational Research of Carnegie Institute of Technology, has accepted the chairmanship of a Committee on the Relation of Psychological Tests and Rating Scales to Training. He has already issued a trial questionnaire to a limited number of companies. The purpose of the Committee is "to ascertain what uses are being made of psychological tests and rating scales in training work": 1. *Intelligence* tests as a means of determining who can take a training course to advantage; 2. *Aptitude* tests as a means of determining what line of training a man should take; 3. *Progress* tests as a means of determining what progress has been made in the training.

Dr. Strong is anxious to have the names and addresses of men and women who are using tests and scales in connection with training work, or who are definitely planning to do so in the immediate future.

Committee on Unskilled Labor and Americanization

The scope of the 1922 Committee on Unskilled Labor and Americanization, of which J. E. Banks of the American Bridge Company is Chairman, has been defined as follows:

1. To investigate the comparative results of Americanization along lines set forth in the report of 1921.
2. To consider racial adaptability to various kinds and conditions of plant work.
3. To study the effect of the recent immigration law on industry with special consideration of the types of immigration which should be encouraged.

Meetings of the Committee have already been held in Chicago, Pittsburgh and New York.

Training Employees in Economics

Dr. Lee Galloway is Chairman of a Committee on Methods of Training Employees in Principles of Economics. Sub-committees are being formed in several cities. The objectives of the Committee are: 1. To determine the points of contact between the employee and his job where the principles of economics are not easily demonstrated; 2. To gather data which will be useful in illustrating the principles as they are working out through the various jobs and every day relationships of the employee with his job, his fellow employees, the firm and with his employers; 3. To determine the most effective method of getting the economic principles across to the employees—that is, whether by lectures, class-room, pictures, pamphlets, books or what not. The pedagogical problems involved in the Committee's work are: 1. To discover the conceptual background of the employee so that the principles of economics may make a direct approach to his comprehension; 2. To make the subject appeal to his interest; 3. To provide the most efficient pedagogical equipment or method for producing the desired result.

January Meeting Western New York Chapter

Reports from the 1922 Convention of the National Society for Vocational Education, which met in Kan-

sas City in January, made an extremely interesting program at the January 19 meeting of the Western New York Chapter, held at the Hotel Iroquois, in Buffalo. Interesting talks were given as follows:

Francis Wing—The National Society for Vocational Education.

Edward T. Welsh—Vocational Work in Vocational Schools.

A. H. Bingham—Rehabilitation of the Physically Handicapped.

William J. Regan—Part-Time Schools.

William B. Kamprath—Co-operation Between Industry and the Vocational School.

Harry J. Thomson—A Vocational Teacher's Reaction to a Paper by an Employer on the Content of a Course of Study.

W. W. Kincaid—Co-operation Between the National Society for Vocational Education and the National Association of Corporation Training.

Committee on Visualized Training

The membership of this year's Committee on Visualized Training is as follows: Chairman, Mr. H. M. Jefferson, Federal Reserve Bank of New York; Dr. H. C. Link, United States Rubber Company; Mr. C. W. Barrett, Western Electric Company; Mr. P. A. Raibourn, Famous Players-Lasky Corporation; Dr. Rowland Rogers, Picture Service Corporation, and Mr. Roy Davis, American Cinema Corporation. The Committee is developing a scheme for exchange of films among member companies for educational purposes. It has also planned to devote the major part of its attention to the problem of visualizing some particular field of instruction—probably training for salesmen.

Trade Apprenticeship Training

Mr. E. E. Sheldon, R. R. Donnelley & Sons Co.—The Lakeside Press—is again chairman of the Committee on Trade Apprenticeship. The purposes of the Committee this year are: 1. To suggest means of developing apprentice training courses, by means of (*a*) closer co-operation of industry with the continuation classes in the public schools, as in Wisconsin; (*b*) organized effort to develop training courses in more industries. 2. To suggest definite entrance requirements for apprenticeship courses, in order (*a*) to encourage the better students to enter training classes; (*b*) to assist industrial teachers in the public schools to plan their courses of study. The other members of the Committee are: R. F. Carey, Westinghouse Electric and Manufacturing Company; J. R. Berry, American Rolling Mill Co.; J. H. Yoder, The Pennsylvania Railroad; F. W. Thomas, The Atchison, Topeka and Santa Fe Railway; J. B. Chalmers, Yale & Towne Mfg. Co.; J. F. Raymond, Winchester Repeating Arms Co.; W. G. Catlin, Shepard Electric Crane and Hoist Co.; F. T. Jones, The Warner & Swasey Co., and Walter T. Simon, Supervisor of Apprentices, State Board of Education, Madison, Wisconsin.

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CORPORATION TRAINING

April, 1922

Training for Life Insurance Selling

By John A. Stevenson

Formerly Professor of Education at the Carnegie Institute of Technology, Second Vice President of the Equitable Life Assurance Society, in charge of the Training of Salesmen

THE PROBLEM of how to train salesmen is at present occupying the attention of executives in every line of business. It is a problem, too, the solution of which is extremely difficult because, up to the present, far more has been written on the qualities which a man must possess to be a successful salesman than on how those qualities may be developed, that is, how he should be trained to sell.

Value of Sales Training.

It is probably not necessary to state that a man can be trained to sell. Results have proved conclusively that training for salesmanship is entirely possible. The only reason, in fact, that results have not invariably shown the necessity for training is that we have not attacked this particular problem of distribution with the same amount of intelligence and energy that we have used in attacking problems of production.

A man who is very well qualified to speak on the subject made the statement that if, at the present time, we put a certain amount of effort into increasing production and an equal amount of effort into increasing distribution, our efforts to improve distribution would yield dividends five times as great as our efforts to improve production because of the tremendous field to be covered in the improvement of selling methods.

Of course, each particular business or industry is faced with its own particular problems in working out programs for the training of salesmen. Training men to sell one commodity, naturally, is not essentially different from training them to sell

another commodity, except that a bond salesman, for example, must spend a certain amount of time in acquiring specific information about bonds, while a life-insurance salesman must use this time in gaining some knowledge of the problems of the life-insurance business. But so little has been done, until recently, toward constructing adequate programs for the training of salesmen in many fields, that the problem of providing courses which will give a man adequate equipment to sell, requires an enormous amount of preliminary work.

Carnegie Institute Plan.

Three years ago I was called to Pittsburgh to start a school for the training of life-insurance salesmen at the Carnegie Institute of Technology. On the faculty with me was a man who not only understood the principles of training through experience in teaching, but who had a thorough knowledge of the particular commodity in which we were interested; namely, insurance. He had sold policies and had held an executive position in one of the large New England companies. We both had, therefore, the educator's point of view as well as personal experience in the business, for which we were to formulate a training program—a program which would show all those who registered for the course how to sell insurance.

The first question which we attacked was, "What is the job of selling life insurance?" In other words, "What must a man be taught that he may know enough about life insurance to sell it, and what facts must be known about selling in order to be able to sell successfully?"

Analyzing the Selling Job.

We spent practically seven months, working all the time, with the constant help of two people and with what help we could get from the outside, in analyzing the job of selling.

The ideal way to proceed in such a case, of course, would be to get the opinions of two or three thousand successful life-insurance salesmen, and possibly of one or two thousand unsuccessful salesmen, on what constitutes the job of selling. From the information which they could give, it would not be difficult to summarize the particular problems involved in selling.

Unfortunately, we had neither the time nor the money to make such a thorough investigation, but we did the next best thing which was to make a careful study of all articles which

had appeared in life-insurance journals for eight or nine years to find what was considered important by members of the life-underwriting profession. From this mass of unorganized material we were able to get a large number of articles which appeared to be worth while as far as information on the selling process was concerned—articles on the approach, on meeting objections, how to manage the interview, the close—as well as practical selling suggestions. We chose this material because whenever a man makes an unusual sale, some journalist is sure to come along and say: "That was an interesting sale. You ought to write it up for the ———— Journal." When a case is written up in this way, we are sure that the particular selling methods described are methods which have actually been used to sell an actual insurance policy.

In addition, we did consult many successful life-insurance salesmen. We asked them to give their most interesting selling talk or we raised questions of this sort: "How would you present this or that proposal to this or that group of men?"

After we had gathered together a large amount of information relating to life insurance and life-insurance selling, our next problem was to decide under what heads this material should be grouped; in other words, what were to be the courses given at the Carnegie School of Life Insurance Salesmanship and what was to be taught in each course.

Principles of Life Insurance.

It is essential, of course, for every salesman to have a thorough knowledge of the commodity he is selling. The first course which we outlined, therefore, was a course on the principles of life insurance, which was to give the men the necessary information on such questions as how life insurance premiums are calculated, how the endowment policy differs from the ordinary life contract, and on the large number of similar problems connected with the more technical side of life underwriting. The "Principles of Life Insurance" was the name chosen for this course.

Functions of Life Insurance.

The second course for which we planned the subject matter was a course on the "Functions of Life Insurance"; that is, the needs which are served by life insurance. Whenever we found a new way in which life insurance might be used or a financial tragedy which might have been averted if life insurance had

been secured, we recorded it as a need for life insurance. We made a special study of needs in order to show to the men the broad field in which it was possible to do their prospecting, to point out particular groups of prospects, and to show how particular types of life insurance, or particular policies, might be used to meet particular needs.

It is surprising how many needs for a commodity may be found if a careful study is made of how it can be or has been used. A girl in Pittsburgh, for instance, took out a $2,500.00 policy for the benefit of her mother. This policy was to be settled on the twenty-year instalment plan, which is a rather unusual way of settling a small policy of this kind. On being asked why she had chosen this way of settling her insurance she said: "My old mother is a devout Church woman. She has had a particular pew in church for years, and, although I think she has enough to live on, I am afraid that if anything happened to me she might feel that she ought to give up the pew. This policy would give her a little more than enough to pay the pew rent each year." This was a need for life insurance which we had never heard of before.

Psychology of Selling.

"The Psychology of Selling," which was our third course, was designed to give the students some knowledge of the principles of psychology as they operate in the sale. We planned to make this course very practical, giving the men information which would apply to their every-day selling problems rather than a thorough knowledge of psychological theory, and using incidents which had occurred in actual interviews to illustrate the points brought out.

Practical Methods of Selling Life Insurance.

Our fourth course was on "Practical Methods of Selling Life Insurance," which happened to be the course I taught. We took up the various questions which arise in connection with the selling interview, such as how to make the approach, the best ways of answering objections, and the close.

It is astonishing what definite and concrete information on each subject may be obtained if an attempt is made to classify the particular information which the experiences of a number of salesmen will furnish. For example, when I began working on the problem of meeting objections I thought there must be a thousand common objections which the salesman would en-

counter in selling life insurance. We asked a large number of men to give six objections to life insurance and when we classified these objections, we found that all the objections that they gave fell under twenty heads. It was fairly obvious that these were the twenty most common objections which in some form the salesman was likely to encounter in his interviews. We asked all the salesmen to answer these objections, assembled the best answers to each objection, then listed the objections with appropriate answers for the students as part of their equipment for selling. Certainly if a man is going to be met with a certain objection to insurance like "I can't afford it," "My wife objects to insurance," "I can use my money to better advantages" over and over again, he should know how to answer that objection in order that it may not be a stumbling block in the way of the sale.

We used much the same methods in planning the material for the other topics to be discussed in the course on "Practical Methods of Selling Life Insurance."

Using the Project Method.

The giving of information on selling practices, we fully realized, does not constitute training in selling. In fact, I have been a hobbyist for a long time on the so-called "Project Method of Teaching," which provides a combination of theory and practice, and, to a large extent, this was the method which we planned to use in training men to sell.

Instead of giving to the men who were taking the course a certain amount of information on how to sell, allowing them to apply this information after they left the school, we arranged a program whereby they spent their afternoons in actual soliciting. So important did we consider this practical work, that if at the end of eleven weeks a man had not made a certain number of sales, we refused to give him a diploma. In other words, we did not consider that mere knowledge about selling was adequate equipment for the life-insurance salesman.

A man usually solicited between the hours of one and four-thirty. At four-thirty he would return to the school, very often with a tale of woe to pour into the ears of the instructor in "Practical Methods of Selling." "Couldn't get in to see the fellow." "When I went in and mentioned life insurance he threw up both hands and said: 'I should say not.'" They reached this or that point in the interview and were stalled. Every effort was made to find the cause of the man's particular

difficulty and to help him to overcome this difficulty in the future. Ordinarily, then, he started on his selling the next day with better preparation, determined to overcome the obstacle which had caused his downfall on the previous day.

The analysis of the men's difficulties proved to be of as much value to the instructor as to the students. It enabled the instructor to plan the work of the course in such a way that particular information was given at the time when it was most needed; and when the student knew his weak points, he put extra effort into work on those subjects which would help him to overcome his difficulties.

In this connection, the fact cannot be too strongly emphasized that the School of Life Insurance Salesmanship at the Carnegie Institute of Technology is not merely a school in the ordinary sense of the word. It is a place where information regarding the experiences of successful life underwriters are placed at the disposal of the students in order that they may profit from these experiences rather than gain the information themselves by the wasteful trial-and-error method.

The Results at Pittsburgh.

The results of the work of this school are so well known that it is probably unnecessary to state them in detail. In the past, however, only about one among thirty untrained men was successful in life-insurance selling, while the other twenty-nine fell by the wayside. From the records of the Carnegie Institute of Technology, it appears that about seventy-five per cent of the men who receive that training are successful life-insurance salesmen.

The Equitable Life Plan.

The training program of the Equitable Life Assurance Society, with which it was my good fortune to become associated a little more than a year ago, is practically identical with that of the Carnegie Institute of Technology with one modification: instead of bringing the agent to the Home Office in New York for training, we carry on the training in the territory in which he is working.

Last year we prepared a large amount of educational material, similar to that used in the course in "Practical Methods of Life Insurance Salesmanship" at the Carnegie Institute of Technology, but, of course, specifically adapted to Equitable policies. Six officers of the Society then made a tour of the

entire United States, holding educational conferences at various central points at which the information on selling methods was given directly to the agents. Only those agents were permitted to attend these conferences, however, who had written a certain amount of insurance because we did not consider the material suitable to those who had not covered the general work in life-insurance selling; that is, those who had not taken the company's correspondence course, an elementary course which must be taken by all new agents, or who had not attended the three-weeks' field school which is given at the various agencies in order to give them the information about life insurance and the Equitable policies which we consider every life underwriter should have.

The Home Office Function.

This year we prepared additional material, elaborating on the subject of "The Needs for Life Insurance," giving an analysis of Equitable policies, and discussing various other topics on which the life-insurance salesman should be informed. Instead of making a tour of the country, however, we brought the managers together and said: "Here is some additional material which you can use in the training for your men, but the job of training rests in your hands." Our plan is to have the managers do the training for we consider the training of salesmen to be part of the job of the manager.

Our efforts at the Home Office are directed toward providing the managers with adequate material for the training programs. We prepare practical sales manuals on insurance to be used for various purposes, such as income insurance or insurance for the payment of inheritance taxes; and for use in connection with these manuals, we outline plans for the local meetings in the various agencies at which these topics are to be discussed. The actual questions on the topics are also provided when we consider them to be necessary.

The salesman's soliciting is not interrupted by the training which he receives from the manager, for the training, too, is carried on in much the same way as at the Carnegie Institute of Technology. The men work on their cases and bring their problems to the manager who usually takes up the difficulties at the agency meeting.

Equitable Results.

The amount of insurance written by the Equitable during the past year, as measured by the production records of the other large companies, is sufficient evidence of the fact that the field forces are enthusiastic about the program. They realize that they are receiving considerable help in their selling, and because they are being trained to sell better, they are being trained to earn more money.

The program, I think, has kept the morale of the agency high, in spite of the unsettled business conditions through which we are passing, because we have given the men additional equipment with which to meet this particular crisis. It seems to me that it would be a most serious mistake for any organization to economize on its training program at the present time. Among the most important moves which can be made, as a matter of fact, in the interests of economy is to train salesmen.

Life Insurance Sales Research Bureau

Carnegie Institute of Technology has established, under the auspices of the Association of Life Agency Officers, a Bureau on Life Insurance Sales Research. Among the functions of this bureau is the provision of practical information regarding the training of new men, the outlining of training courses for general agents, by comparing methods of training agents, and by studying methods of training insurance office clerks.

Ætna Life Believes in Sales Training

The Ætna Life Insurance Company conducts at the home office in Hartford a training school for new salesmen; many of whom are college graduates. The Ætna believes that "The time has long since passed when a man could drift into insurance work or take it up on the side with any hope of success. On the contrary, success in this highly complex and exacting business calls for careful preparation and constant study. The college man with his trained faculties enjoys several advantages, but even he would find it difficult to acquire a proper groundwork for his career without first undergoing a thorough course of specialized and intensive training."

Training at R. H. Macy & Co.

By Wm. J. Wells,

General Manager

AS I am neither a teacher nor an educator, therefore I will not discuss the technique of our training. Those of you who are interested are certainly invited to come to our organization and see what we have and what we are really doing.

Selling the Training Idea.

I do want to say this, that I believe that selling is an art and that to be successful it requires a natural aptitude followed by training. One of our greatest difficulties was to sell the idea of training to our executives and sub-executives. There is no use in deliberately and maliciously installing anything of the sort until you have sold the idea to those who must, in the nature of their positions, have some supervision over it. I believe that we have eventually overcome that. It was not easy.

I regret that a number of institutions and firms, which have training, have instituted it as a fad—pure and simple. When you go into an analysis of their work, you find that they have a skeleton and no substance. I think that has done more to injure training than has any other one thing. We hear people talk and blow about the wonderful things they have put into their organization, and then upon investigation find there is nothing material behind it.

Analyzing the Problem.

We who are distributors—retail distributors of commodities—have a big job in selling. We must sell service; therefore, any training that we do should not be confined to training sales-clerks only; because in retail distribution the contact with the sales-clerk is only one part, and perhaps one of the smallest parts of that service. We must sell service, and the selling of that service must begin with the highest executive in the institutions. The institution must start with some policy —a policy that is appealing, one that is attractive, and that policy must be sold down through the organization.

Then we have found that in that service which is so necessary to build up and to continue trade, we have to consider

not only the sales-clerks who must impress their personality and knowledge of merchandise on the customers, but that service also means having the kind of merchandise that the public demanded. This required something from our buyers, those men and women who go about this country, and in fact about the world, securing what is needed or what they think the public might want. We also find that service includes the necessity of delivering purchases in a decent, attractive sort of manner; also it is necessary, in building up service, to see that the delivery department acts promptly and that its employees are courteous and obliging.

Job Analysis and Specifications.

Our training problems were many, and all these phases of service were discussed thoroughly, with the result that our training has been extended into almost all the divisions of our organization. We had a job analysis made and found that we had some hundred different kinds of jobs in our organization. We then got our job specifications compiled to find the requisite qualifications for each one of thse one hundred jobs. In the old days one man hired the help, instructed them, and was the foreman of the job; but this is the age of specialization, and we believe that one of the most important divisions of our organization is the Employment Department. This job specification was given to our Employment Department so that they might bring into our organization people whose qualifications seemed to fit them for the particular job. Having done that, we started our training; and in our Training Department we haven't any one who is not—may I say it—a trained trainer. Before any one is permitted to do training, he must have undertaken that job in our organization; he must have a thorough working knowledge of the job he is going to teach, because without it, it is impossible for those under him to have confidence. When a trainer can say, "I know this job; I have done it," then you have something from which to work, and we have, I believe, that kind of a Training Department. Still, we are nowhere near where we hope to be.

Value of Training.

We believe this is the time when training is most important. When business is good, when business is easy to get, there is not any competition of consequence; but when times are bad, when business is hard to get, then you have real com-

petition, and when you have competition, then is the time that your well-greased, fine organization shows itself. It operates with the least amount of friction, with the least amount of cost, and when you are functioning that way, you are able to give to the public good service, at lowest prices, and still at a profit to yourself. We began our training about 1913 and believe that through training we have accomplished much. We know that we are doing more transactions by far with the same number of employees. We know that our sales-clerks have a better knowledge of merchandise and that they can impart that knowledge to customers better. They can explain why the price of one article is fifty cents more than the price of another, when, to the ordinary eye, it seems to be of the same quality. We know that we have less complaints and less errors, and having gone over our records, we find that for the year 1921 we had an increase of 82 per cent in the number of transactions over the year 1913 with an increase of only 19 per cent in the number of our employees. We believe one of the contributing factors toward this record was the knowledge our employees have acquired through training. We believe we are on the right track. We are satisfied that we are headed the right way.

Endorsement of Retail Sales Training

Mr. Jesse Isidor Straus, president of R. H. Macy & Co., Inc., in *Women's Wear* for Dec. 31, 1921, endorses training in the following statement:

> "The Christmas business has been the greatest in our history. Those firms which made the proper merchandise preparations and gave their organizations adequate training have had an excellent season.
>
> ". . . The retailer's most important problem for the future is the training of his personnel and the closest scrutiny of expense accounts. It should not be inferred from this that I favor a reduction in wages. On the contrary, I strongly believe retailers should give their people the necessary training to enable them to justify the larger earnings which they obtained during the war and the post war period."

The Crucial Difficulties in Training Salespeople

By W. W. Charters

Director of the Research Bureau for Retail Training, Carnegie Institute of Technology, Pittsburgh, Pa.

(Address delivered before a joint conference of the New York branch of the National Association of Corporation Training, and the Executives Club of New York.)

A TRAINING program which is confined to the selling force is futile. To train salesmen it must start with the training of executives. Beginning with the president, it must extend down through the vice-presidents to the heads of departments, and through them reach the sales force.

When a trainer is selecting a position with an organization he should not look at the salary alone, nor at his immediate supervisor alone; he should pick his president. The president is the keystone of the training arch and the first crucial difficulty in any training program. If he is a figurehead and the organization possesses vitality, then somewhere at the top, among the higher executives, there is some man whose shoulders bear the weight and whose hands hold the reins. For training purposes this man *is* the president, and this driving personality, whether in the presidential chair or below it, is the individual whom the trainer must study. The responsible head of the organization must not only be efficient but he must also be solidly behind any training program. Otherwise his attitude, consciously or unconsciously, is sensed by the organization. If he believes in training in principle, but has not been convinced that it is useful in his organization, then the training department has to sell the idea to him before conditions for success are right.

Among the duties of all executives, both major and minor, training is first in importance. The well-known theory that the way to run a business is to pick men, make them responsible, and let them profit by their mistakes, is an exploded fallacy. Mistakes may not be so serious as to cause a decrease in dividends, but they are always passed on to the consumer, who pays for them in the higher prices which have to be charged to cover the loss. Minor executives need to be trained by their superiors by catching mistakes in the planning stage, before the operation has gone into effect. He would be a miracle worker who could catch all the mistakes before they happen but the experienced executive can reduce them to a minimum. Every executive, from the president to the foreman, assistant buyer, or department head, must look upon training as one

of his most important functions. To follow the procedure of hiring and firing is too wasteful—the cost of re-employment is too great. No eagle-eyed employment manager can select with such accuracy that in the long run he can replace with perfect substitutes. It is much better business to train the present incumbent and replace only the hopelessly incompetent.

Training has not been accepted as a major job of the executive. He is supposed to be an administrator. In department stores he buys his goods and runs his department. In other lines he knows the merchandise he sells, runs his force, does his office work, and holds some conferences. But the training that is done is given at odd moments and consumes only a minor part of the executive's time. The executive's job has a trinity of functions. The executive must know his merchandise, he must handle his people, but in addition he must train them. The functions are not two and one-half, but three, and at the present moment the third is the most important.

Training Executives to be Trainers.

The training of executives to be trainers is, then, the second crucial difficulty of a training program. The training force cannot do the training so well as the executive can, even when he gives it his full support. He has the prestige and authority which the training force does not have. He knows more about the merchandise than the training department can know. He is better versed in selling because of his long and successful experience as a salesman.

But training is not an easy task. To sell is one job; to train to sell is a quite different duty. Many excellent salesmen cannot train others because they do not know how they have achieved their own success. They have not stopped to analyze their own methods. If they have studied their own methods they often have no methods other than their own, and those which have brought them to success may not be of use in coaching other salesmen. They do not have a wide enough knowledge of methods suitable for different men. They may lack patience to explain the seemingly obvious to the seemingly ignorant or they may feel that he should know such simple matters. The training of salespeople is a very difficult job, with a technique of its own quite different from methods of selling. The training department needs, therefore, to train executives how to train their subordinates.

This, in my opinion, is the most important duty of the training department, and the most difficult. A superlatively efficient training department is prepared to start with the president and go down

through all the ranks of the executives, training them how to train if they do not already know.

This last sentence leads me to say that in every organization there are some executives who are successful trainers of men, but in no organization of any magnitude with which I am acquainted, is there a large percentage of the executives who know the rudiments of the methods of training. They have not realized that they have three functions and that the most important for them to learn is this last and newest, yet oldest, function. It is newest because, with the prodigiously growing organizations of the last fifty years, executives have been too busy with problems of administration to attend to training. It is the oldest function because in the early days of commerce and industry the apprentice worked beside the master and was trained in every detail by his superior. What is needed is to return as far as may be to the close relationship of the apprentice system.

Courses of Study for Salespeople.

A third crucial difficulty is the provision of courses of study for salespeople. There are many institutions with large training organizations which do not have courses of study that are either rigid enough or broad enough. In many cases the course of study consists merely of talks in which some person in authority gives his opinions. Very often a lecturer or leader tells how he handles a difficulty, but his methods may not be sufficient. In giving breadth to the courses the following experience will be of interest. In our own institution, where we have been working upon this problem for some time, we made a difficulty analysis of department store selling and listed in the neighborhood of sixty difficulties. To obtain methods for handling these difficulties we interviewed three hundred of the best salespeople of the community and found a wide variety of methods used by different kinds of salespeople in handling different kinds of customers. This material was organized into a course in which not one suggestion for meeting a difficulty, but as many as ten or twelve, were given. In organizing merchandise courses for salespeople we started with a list of such customer's values as durability, beauty, fashion, fit, and comfort, and out of the great mass of information about manufacturing processes and raw materials we selected those facts and only those which would help to explain why one article had greater durability or more beauty than another.

While the provision of the courses of study is crucial in importance, it is not extremely difficult to handle. All that is neces-

sary is the proper point of view and a considerable amount of leisure for the people equipped for the job of collecting the information.

Training on the Job.

The fourth crucial difficulty in the training program is training on the job. By the term, training on the job, I mean the method by which the salesperson is watched while at work and his mistakes and weaknesses corrected. There is no other method of training so efficient. A boy may go to church and listen to a sermon on honesty, but that method of instruction does not constitute training on the job. His mother watches him by day and by night, at work and at play, and when he performs dishonest acts she shows him in each case what the honest action would be. She sends him back to make reparation if he can, and one by one she corrects his mistakes. This is a laborious task, but it is the one effective way to teach honesty. "Line upon line, precept upon precept, here a little, there a little." That is training on the job.

To train salesmen on the job means that talks must be given, courses of study taught, and literature distributed to be read. In addition it means that the young salesman should watch expert salesmen sell and then talk over the methods used and the reasons which lie at the base of the methods. It means also that the salesman may go back after he has interviewed a prospect and report to his superior upon his selling methods, so that the superior may show him where and how he could have been more effective and may praise appreciatively the excellent points of the method. Particularly does it mean that the trainer, whether he be the manager or an experienced salesperson, actually watches the novice on the job. When they go together to interview a prospect or stand together to interview a customer, the novice tries to make a sale, while the trainer keeps his hands off the transaction for as long a time as possible, so that he may merely watch how the beginner handles the situation. Then, before the memory of the sale has faded, the trainer gives his training on the job. He analyzes the sale and shows the student where he used a clever method and where he made mistakes. Constructively, he demonstrates how the mistake could be corrected.

To allow the novice to try to make the sale alone may introduce certain complications. The trainer may be an experienced salesman working on commission and he may object to allowing a sale to be lost when he could have made it by handling it himself. In a department store the customer may introduce a complication by ob-

jecting to having a third person standing by. But these are minor details which can be easily adjusted and which should not be allowed to stand in the way of such an important objective.

This method of "practice selling" is of transcendent importance. In the three highly trained technical professions of art, music, and teaching, this method is the heart of the training. Every normal school is built around its practice school. The students are, to be sure, given class instruction in methods, and they observe good teaching, but they teach a class daily for several months while their trainer watches them and holds conferences with them on their methods after the period is over. If training in teaching stops before practice teaching has been given the instruction is only twenty-five per cent efficient. The other seventy-five per cent is gained by the student when he teaches for himself and the critic teacher trains him on the job.

The advantages of such a procedure are very real. If the novice watches another person sell he discovers some excellent points, but he is always handicapped with the feeling that this man is a much better salesman than he. If training is based upon conferences and upon reports of interviews with prospects, he does not always know what to report because he does not always recognize his difficulties. If, however, the trainer sees the beginner in actual operation he can get at the heart of his difficulties and give him practical training without waste of effort.

These are the four crucial difficulties of the training program. The president may neither be efficient nor be actively sympathetic toward training. The program will not go across if the executives are not trainers and it is difficult to train them to perform this function. Adequate courses of study have to be made and this is a laborious task. But with all of these performed adequately the training program will still fail of fullest results, which show in actual production records, if training is not given on the job by the immediate supervisor.

Function of Training Department.

In such a program the training department has several functions. Its most difficult function is to train the executive to train. It constructs courses for use in training salespeople and executives. It gives some class instruction to salespeople and executives which may be used as a basis for the training of subordinates on the job. Its fourth function is to perform the duties of training on the job where executives are not able to do so but where because of other considerations, they cannot be removed.

Developing Personality in Salesmen

By Elmer E. Ferris

Professor of Salesmanship, New York University

ONE OF the important points in salesmanship from the standpoint of a man who has been manufacturer and wholesaler and has had fifteen years of experience in traveling salesmanship and sales management, with some experience in teaching, is the question of personality.

Relative Importance of Personality.

It would be an interesting thing if we could only get the data from which we could draw a sound conclusion as to the real proportion that personality holds in salesmanship. I was much interested in Dr. Charter's view that some consider that it is three to one. By my own experience and observation, I am convinced that more than fifty per cent of the sales that are turned in large scale salesmanship are turned through personality. It is a very general term—a broad term.

I was taking dinner recently with a big buyer—a man who places large orders. Naturally, we talked shop. He told me about an order he recently placed—a $40,000.00 order. I was interested. I asked about competition. "It finally narrowed down to three men, and so far as I could determine," said he, "the merits of their propositions were just about equal." "Well, now," I asked, "how did you happen to give the order to the man who finally got it?" He thought a minute. "Well," he said, "I tell you, Mr. Ferris, really it was a matter of personality."

Last month I sent out about two hundred students to get interviews with buyers in New York. They had been studying methods of obtaining interviews with buyers who are hard to see.

It is a fact that you must get the salesman to put principles into operation. Teaching does not consist in pouring information into the mind of the student. It consists in drawing him out, getting him to apply it, teaching him how to use it.

I told these students to get interviews with the buyers of manufacturing concerns and wholesale houses. I wished them to practice methods of getting an interview. "Now get it on the merits," I instructed them, "and after getting it, give the buyer as a reason for your being there—that you are studying salesmanship, that you called to ask what he considered to be

the chief qualification of a good salesman." More than fifty per cent of the reports that the students handed in showed that the buyers emphasized mainly the matter of *personality*. I believe myself that a far larger proportion of orders are obtained through the influence of the personality of the salesman than the buyers themselves realize.

Personality Defined.

What is personality? I was reading a book the other day in which the author gave forty-two different elements—energy, truthfulness, integrity, perseverance, courtesy, courage, etc. Another gave seventy-four. I do not know but that you could run it up to ninety-eight or a hundred; I dare say you could. Now, in my judgment, it is an entirely futile thing from the standpoint of teaching to hand anybody a list of those personal qualities and have under each quality a paragraph showing the exceeding importance of it, because every salesman, especially every experienced salesman, would look at it, give a yawn, and then say, "Yes." You cannot accomplish much with that sort of teaching, and yet is it not possible to train personality? I believe it is. I am perfectly convinced that the most important basic elements of personality can be acquired. Other things being equal, if one will make a serious effort to acquire and develop them, he will succeed.

The Intellectual Element.

I will undertake to say that there are three big, basic elements of personality, which, if one will acquire and put into operation, will make certain a reasonable degree of success.

First: Let us take the intellectual element. What do we mean by the intellectual element? Education? Yes. College degree? Not necessarily. The educated man, whether with college degree or not, is a man who can think straight, reason soundly, and express himself clearly. An educated man is a man of trained mentality. Now, in nearly every sales process two men are engaged. It is a truism to say that the salesman who puts across an important sale must control the interview. We sometimes say "dominate the interview." One or the other is the dominant personality—the dominant figure. He controls the interview, moves it, manages it. Who can do that? It is the man who knows! I have never known a big business man whose attention could not be attracted and whose interest could not be aroused if you have real ideas to present to that man,

if he knows that you know what you are talking about. It is entirely practical for any man out selling goods to be a stronger man, intellectually, at the end of the year than he was at the beginning of the year. He should adopt a system of reading and serious study that will enable him to grow intellectually and enable him to grasp business principles and understand those big problems that are before the prospect whom he is trying to sell.

It is another truism in salesmanship that one can always interest a man in a proposition provided he will give him expert information about it and succeed in tying it to that man's problems and necessities. The hard thing about salesmanship is to do that very thing. Any man who has had an important specialty to sell and has fallen down can go back to the hotel, sit down and analyze the cause of failure, "I was not big enough intellectually to interest that person." The man who knows, the man of intellectual training, the man who can think straight and reason soundly and express himself clearly, that man can meet the big business man on his own level. I, therefore, attach a great deal of importance to some kind of a system of training that will have a tendency to increase the intellectual caliber and capacity of a salesman.

The Physical Element.

Second: Another important factor in personality is the physical element. I was very much interested in Mr. James M. Beck's speech to the American Bar Association last September, because he devoted a good part of that speech to the proposition: that the whole civilized world is confronted today as never before with the imperative necessity of getting down to hard work. During the next fifteen or twenty years, the salesman—the salesman of the future—must be a man with a big physical voltage. There is no question about that. Health—vital energy—the resultant of moderation in eating, plenty of fresh air, plenty of water, exercise, relaxation—all of those things are imperative. But you must make a man feel his need for them by your training process, if you are going to accomplish anything in building up and conserving his vital energy. Now the salesman who is all in at three o'clock in the afternoon, the man who gives up in the afternoon with that tired, aching feeling, is not the man who is going to put across the business. But the man who can get up early in the morning, work hard all day, and who can

stick to it and hammer at it until dark, he is the man who will sell the goods.

Affirmative Mental Attitude.

We now come to the most important element of all. We might waive the two elements of intellectual force and of physical vigor, and simply take one big element of a successful sales personality—that of affirmative mental attitude. Give me a man of fixed, affirmative mental attitude, and I will give you a man who has solved one of the chief problems of salesmanship. I mean simply this—the man who affirms the best—who habitually affirms the best—the best about himself, the other fellow, his business opportunities, whatever they are, the "I can" attitude—the "it can be done" attitude. In the long event, you cannot beat him. That attitude is the essence of will power. Will power consists of two elements: The first element is—Thinking affirmatively. The second element is—Acting accordingly. Will power is simply a choice to think affirmatively plus a choice to act as if it were true. And so after a good many years of practical experience in selling and in training salesmen, I have made up my mind that the most important thing about any salesman is his habitual attitude of mind.

Training Is Practical.

I undertake to say this, that training in those three big, basic principles of personality is entirely practical. At New York University, I am making it practical by integrating it with a course on salesmanship. About every thirty days, I begin a lecture on a basic element of personality, and then I follow up the lecture with a program that makes it very plain how to go at it, and, finally, I check the students up on it. One can make a program just as practical as A B C.

"Yes," you say, "you might be able to do that with college students who are obliged to come in there, but how about a group of salesmen? Can you take salesmen and interest them and give them the impulse to carry out a practical program?" Yes, it can be done.

A salesman—an experienced salesman—will be interested enough, if you take up one of those big, basic principles of personality and show just how it applies to his sales problems and how it affects his success and his business. As Professor Kitson says, you must first make the man aware of a certain want or need. Before you get through presenting to that salesman the

fact—just the facts—about the neglect by the ordinary man of his intellectual development—how he makes a sieve out of his mind, into which he pours a great lot of newspaper gossip and sporting matters and magazine stories and light frivolous stuff, which, for the most part, no man needs to remember, and how he neglects that most important thing, his mental powers and mental capacities—they will quickly become aware that they need something.

This should be followed up by plain, practical programs. You can integrate these views with any system of salesmanship training. Call your men together to be addressed by some man in the organization, (or some man from the outside) who is interested and who has the ability to marshal the facts. He can get them so intensely interested that they will take up such a program, and, under the supervision of their Sales Manager, carry it into effect. I am experimenting on it with university students, just now, and they seem to be much interested, and I have also experimented with it with sales forces. I am not prepared to say that it will do all that it might do. I know that it will not. I know it is mighty hard to take an experienced salesman and try to get him to reorganize himself personally. You know the difficulties and you can easily see them. Nevertheless, if emphasis were placed upon that phase of the dvelopment of salesmen, I believe that it would pay big dividends if it were intelligently done.

Training Retail Teachers

The first conference on the training of teachers for retail selling was held in New York on February 7, 1922, at the Hotel Pennsylvania. The program covered the problems of the teacher of Retail Selling:

1. As organizer of a new department.
2. As an executive and administrator of a department.
3. As a teacher.
4. As a new member of a going organization.
5. As a co-operator in a nation-wide movement for developing better training for store service.
6. As a research worker in department store service.
7. As a teacher in a retail selling teacher-training school.

Reducing Store Costs Through Training

At the meeting of the National Retail Dry Goods Association Mrs. Lucinda W. Prince urged training as a means of reducing costs. Miss Myrtle Armstrong, of the Gilchrist Co., Boston, discussed "Planning and Training for Special Events," explained how errors were minimized and sales increased by proper training and selection of clerks in advance of special sales, and Miss Ruth Fisher, of the J. L. Hudson Co., Detroit, explained how, by increasing the contingent force of a store, the need of employing emergency forces could be considerably reduced and the costs of special training decreased.

Canadian Salesmanship School

The first Canadian School of Retail Salesmanship has been opened recently at the Central Y. M. C. A. in Toronto. The course includes sixteen lectures on principles of retail selling, and sixteen on merchandise.

Buffalo Retail Training School

Fifty-five Buffalo merchants are co-operating in the conduct of a course of training in retail store work. The plan of the work consists of a three months' course of home study, combined with frequent lectures given by leading men in the retail field. Students, in order to receive diplomas, must secure a satisfactory rating on their questionnaires and examination papers, and must be prompt in completing the course. They must also have a satisfactory character and ability rating which is secured from the employment reference bureau of the Retail Merchants' Association. The course is being conducted by the Retail Training Corporation.

Asheville, N. C., Salesmanship School

A school of Salesmanship has been opened in Asheville, N. C., by the Merchants' Association. An hour a day is given to instruction at the Association headquarters, following a six weeks' training course for employees of the Bon Marche store. The instructor is Mrs. Ella S. Tuttle.

Advertising School for New Orleans

The New Orleans Advertising Club is planning a school of advertising and salesmanship for department store employees. The course will cover every important problem of successful service to the consumer.

Reviews and Abstracts

Foremanship Courses vs. Instructor-Training Courses. By C. R. Allen. Bulletin No. 60 of the Federal Board for Vocational Education, Washington, D. C., June, 1921. pp. 1-13.

This bulletin is a discussion of the distinction between foremanship courses and instructor-training course prepared with a view to making it easier for representatives of State Boards to determine whether reimbursement should be made to institutions or local communities from Federal funds allotted for the:

1. Maintenance of teacher training.
2. Salaries of teachers in trade and industrial subjects.

If the objective of a course is to give equipment for carrying out the instructing process (however informal) such work can properly be classified as instructor training. If the objective is to give a command or greater command of an industrial job, such work should be classified as trade extension instruction.

W. J. D.

Canada and The International Labour Conference. Issued by Department of Labour, Ottawa, Canada. No. 5 of the Industrial Relations Series, pp. 36.

It is interesting to Americans to learn that Canada is a party to the International Labour Organization of the League of Nations which was created by the Treaty of Versailles. The object of this organization is to promote the regulation and improvement of labour conditions by international agreement. The first conference—strangely enough—was held in Washington.

This report covers "Labour Principles Embodied in the Peace Treaty," describes the organization of the International Labour Office, reviews the three conferences held in 1919, 1920 and 1921, and includes an appendix which consists of Part XIII of the Treaty of Peace covering "Labour." Copies are available from the Department of Labour, Ottawa, Canada.

W. J. D.

January and February a revised comzines. Published by Printers' Ink.

Printers' Ink published during January and February a revised compilation of Employees' Magazines giving the name of the magazine and the name of the company publishing it.

School of Automobile Trades. By Albert Sobey, 817 Chippewa St., Flint, Michigan. 32 pages.

This announcement of the Flint School of Automobile Trades, its courses, form of organization, staff, etc., is an extremely interesting proof

of what a progressive community can do in co-operative educational work.

Industrial Representation. 20 pages.

The experience of the Standard Oil Company of N. J. with industrial representation in its refineries is outlined in a pamphlet issued by the company from 26 Broadway. It covers the underlying purpose of the plan, the invitation to employees to co-operate in establishing the plan, an outline of the plan, the agreement, a statement of its actual working, the number of conferences and the classification of matters discussed, the extension of the plan to other departments, the opinions of Employees' representatives and of the Management.

Employees' House Organs. By R. E. Saberson. Published by The Ernshaw Press Corp. pp. 1-7.

This essay by the General Sales Manager of the Thompson Yards, Inc., of Minneapolis, was awarded the prize in the competition instituted by the Direct Mail Advertising Association, and is available —free—from the Ernshaw Press Corporation, 797 Beacon Street, Boston, 17, Mass.

A house organ should be all that Mr. Saberson claims, and if edited along this outline would be ideal. But it is a well-known fact that very few house organs, of the hundreds published, have a clearly defined editorial program.

Recently *Printer's Ink* sent out a questionnaire and asked, among other questions, "What is the purpose and place of the house magazine in industry?" Not more than half of those who replied gave any expressed purpose. Many did not know why the magazine was started. Evidently most of them "just grew." Furthermore, less than three out of ten claimed for their publications and definite editorial policy.

On the other hand, too much is expected of house organs, and in its endeavor to carry on the multiplicity of duties with which it is charged, it does not do any one of them well. If a house organ were charged with one specific purpose, and every effort made to emphasize that purpose, no matter whether it be training, policy, production or anything else, it would achieve that purpose more successfully and completely.

The essay before us is well written and to the point.

F. P. Pitzer.

Employers' Co-operation with Savings Banks in Promotion of Thrift. By A. M. Sakolski. Administration, March, 1922, pp. 305-311.

This article condemns the conduct within the organization of savings funds for employees, partly because of the association of such funds with the fortunes of the company, and partly because of the average workman's distaste of anything smacking of benevolent feudalism. It favors co-operation with established popular institutions rather than the creation of special savings funds or thrift subsidies, bonues and the like.

The article also describes the methods used by the New York Telephone Co. and the Compton and Knowles Loom Works, the Republic Metal Ware Co., as well as other companies.

The Creation of Interest and Good Will Through General Education in Industry. The Responsibility of the Industry. By Henry C. Link. Administration, March, 1922, pp. 335-347.

Constructive suggestions for the creation of good will and industry are provided in this article, which is the sequel to a recent article in the same magazine. The methods which are discussed include:

1. The company paper
2. Bulletin boards
3. Pay envelopes
4. Motion pictures
5. Employees' meetings
6. Booklets describing company activities
7. Trips of inspection
8. Advertisements and sales publicity
9. The company library
10. Profit sharing plans.

The article not only suggests the value but also gives warnings as to mistakes that should not be made in using them.

Management Engineering. Published by the Association of Executives Clubs, Flint, Michigan. 16 pages.

This is an announcement of a program of education in Managerial Engineering conducted under the auspices of the Association of Executives' Clubs of Flint, Michigan. As a program for communities with many plans, most of them small, it is extremely suggestive.

On Behalf of the Industrial Disabled. By Gerald A. Boate, Industrial Management, Dec., 1921, pp. 345-352.

The development of industrial training has been vastly stimulated by the necessity of retraining those injured in the world war and according to Mr. Boate "any country which is willing to spend millions of dollars and extend every effort humanely possible to reinstate those disabled through service cannot be other than successful." This principle should in future be applied equally to those disabled in industry. The article outlines methods needed for a system of suitable and adequate training, illustrating by means of reference to wood pattern making.

Education and Training in the Industries. By R. L. Sackett, published by the A. S. M. E. Dec., 1921, pp. 1-25.

Dr. Sackett's paper discusses some of the numerous educational aids to the worker. After touching upon the early types of school in this country, the author reviews the development of continuation and apprenticeship schools in the United States and in European countries, taking up their establishment purposes, and program, pointing out their possibilities and suggesting general improvements. In connection with apprentice training in the United States, he outlines a typical plan of training and discusses special apprentice courses which are being given by various corporations.

Several types of instruction unknown abroad which have been developed in this country are described by the author, and a table shows the extent to which instruction in the trades and industries is being carried out under the present industrial conditions. The author states that educational work in the industries should do more than help the man in his daily work—it should present to him by means of sound pedagogical methods, the principles of economics, of simple finance, of factory operation, and company policies. The stabilizing value of practical education has not been fully realized.

What Constitutes a Good Manager? By N. H. Daniels, Industrial Management, Dec., 1921, pp. 239-332.

This article is a description of how a large engineering firm, Stone and Webster, train men to deal successfully with the public in the actual conduct of the business. Mr. Daniels lays stress on proper selection and on promotion with the acquisition and demonstration of managerial qualities

You and Your Workers. By John R. Meader, Industrial Management, Dec., 1921, p. 333.

Mr. Meader makes plain the difference between welfare work, which is merely a substitute for a square deal, and service with the human motive behind it.

Analyzing Industrial Educational Requirements. By Dr. Edward K. Strong, Jr., C. I. T. Technical Journal. January, 1921, pp. 17-23.

In 1920-21 Dr. Strong was assigned by President A. M. Hammerschlag, of Carnegie Institute of Technology, to find out what industrial executives actually need to know. The Bureau of Educational Research therefore began a job analysis of six production companies, five printing companies and twenty-seven building construction companies *as a basis of determining* just what should go into various courses of study at the Institute. Dr. Strong expresses the belief that the application of the plan will involve a considerable modification of the old standard type of course.

Keeping Up Attendance at Training Classes. By Eugene J. Benge. Industrial Management, Dec., 1921, pp. 361-2.

Failure to maintain attendance at classes can usually be ascribed to one or more of three causes:

1. There may be no demand for the particular subject of the course.
2. The preparations may be inadequate.
3. The actual presentation of the subject matter may be poor, due to incompetent lecturers, bad seating, lighting or ventilating facilities, classes held for too long a period, etc. But the greatest danger lies in inadequate preparation.

Mr Benge outlines methods used effectively by the Atlantic Refining Company to secure and maintain an attendance of 400 to a six lecture course on the "Technology of Petroleum Refining"

These Specialty Men Trained to Sell 5,000 Different Items. Interview by Lyman Anson with A. R. Brunker. Printers' Ink Monthly, Jan., 1922, pp. 27-8.

The essential principles of the system of sales training used by the Liquid Carbonic Company are:

1. Careful selection.
2. Acquaintanceship of the salesmen with the other men in the plant.
3. "Intensive Contact" with the raw materials of the business.
4. Acquaintance with the sales manual, reinforced by demonstration from actual shop practice.
5. Keeping the salesman up to date.

How to Educate Foremen. By V. M. Palmer. Industrial Management, Dec., 1921, pp. 321-324.

Mr. Palmer, Engineer of Industrial Economy of the Eastman Kodak Company, stresses the importance of giving foremen systematic training and outlines the method of accomplishing it. The article covers "Methods of Grading Foremen," "Why Foremen Should Be Trained," "The Principles of Habit Forming," "The Foreman Needs Intelligent Criticism," "Time for Holding Classes" and "Successful Classes."

He states that "Classes which have been most successful are those in which the officials either conduct the course or else take the course along with the men."

The methods outlined include:

1. Periodic conferences between foremen and the supervising officials.
2. Series of talks or lectures to men by the various officials.
3. Reading of technical books and papers.
4. Visits to other plants as a means of awakening interest and attaining the proper mental attitude.

5. Discussion of common problems with others.

6. Foremen's clubs and the like.

7. The training school with a special course of study and lectures.

How Women's Organizations May Help in Americanization Work. Published by Bureau of Naturalization, Washington, D. C., 1921, pp. 1-4.

This pamphlet expresses the view that the best work for women's and other organizations is done in broadening the work of the public schools and in making possible results which might not otherwise be secured.

Practical Training for Young Workers. By Warfield Webb. Industrial Management, Feb., 1922.

This article is a description of an apprentice school system of a machine tool company. The importance and value of a training system is emphasized.

Suggestions for Americanization Work Among Foreign Born Women. Published by Bureau of Naturalization, Washington, D. C., Dec., 1921, pp. 1-12.

This outline covers the need for, aims of, and procedure in work with foreign born women. It gives suggestive lesson topics and describes results actually accomplished in twenty-five cities.

The Problem of Unemployment. By Bryce M. Stewart, Social Welfare, March, 1921, pp. 168-170.

The director of the National Employment Service of Canada declares that the lack of adequate technical education is a cause of unemployment and urges the bridging of the gulf between the school and the job.

Equipping Salesmen to Sell. By O. R. Hague, 100%, November, 1921.

In this article the Head Lighting Agent of the Commonwealth Edison Co., of Chicago, outlines the policy of his company in training men to sell electrical appliances. "For several years we have put the tool of training into the hands of our men with results that convince us that the effort and expense of this educational program are justified." At first the system was voluntary, but later it was made compulsory.

The Appeal of the Bulletin. By W. S. Paine, The Ætna-izer, Feb., 1922, pp. 12-14.

The Research Engineer of the Ætna Life Insurance Company emphasizes the following points as applied to accident prevention:

1. It is practically impossible to obtain through safeguards alone a better result than 30 per cent in accident reduction, but when safeguards are supplemented by educational work a considerably greater reduction in accident frequency can be achieved.

2. One of the most potent methods of education too long neglected in many plant safety programs has been made available only through the use of the plant bulletin board.

3. The efficiency of the bulletin board service varies in direct proportion with the intelligent effort put into the messages which bulletins contain.

4. "Do" slogans are better than "Don't" slogans.

5. Both the literate and illiterate can grasp the significance of a pictorial message. Built along the lines of a clear word picture of ways and means of protecting health visualized by a clear cut illustration the safety bulletin is today one of the most successful methods of educating the employees of any plant along safety lines.

6. Bulletins in which written matter printed in English accompanies the picture are good aids to Americanization.

Association News

Eliminating Overlapping

In November, the Employment Manager's Association of Massachusetts became merged with the Associated Industries of Massachusetts.

Round Table in Retail Training

A. S. Donaldson, of R. H. Macy & Co., outlined Macy Methods in detail at the Kansas City Convention of the National Society for Vocational Education. His message was so definite that he was asked to conduct a Round Table for store executives in which visiting personnel directors and merchants participated.

A. & S. Organization Chart

Abraham and Straus, Inc., of Brooklyn, have prepared a new organization chart as of February, 1922. The Personnel Department, which comes under the first Assistant Executive in the Division of Administration, includes Executive, Employment, Training, Medical, Activities, Restaurant, Clerical and Timekeepers' sections.

Publicity Committee of the Pittsburgh Chapter

The Pittsburgh Chapter has appointed a Publicity Committee to give to the general public of the Pittsburgh District news of those activities which might be furthered through proper newspaper publicity.

The Committee consists of J. D. Stark, who is connected with the Pittsburgh public schools. J. E. Banks, of the American Bridge Company; H. F. Bucher, of the Westinghouse Electric Manufacturing Co.; Dr. E. K. Strong, Jr., of Carnegie Institute of Technology, and P. E. Wakefield, of the Carnegie Steel Company.

Western New York Chapter Organization and Program

There are two round table committees of the Western New York Chapter. W. E. Hosler of the Spirella Co., is Chairman of the Committee on Office Training, and E. R. Cole of the Acheson Graphite Co., is Chairman of the Committee on Factory Training. The committee members are all the people in attendance at the monthly meetings.

The Negro in Modern Industry

The Unskilled Labor and Americanization Section of the Pittsburgh Chapter devoted the February 2nd meeting to a discussion on "The Opportunity of the Negro in Northern Industry."

New York Training Conference

The Executives' Club of New York and the New York Chapter of the National Association of Corporation Training held a joint conference on Trading on February 17th at the Bankers' Club.

Francis H. Sisson, Vice President of the Guaranty Trust Company, of New York, spoke on "Present Business Conditions and a Look at What May be Ahead."

Dr. Charles R. Mann, Chairman of the Civilian Advisory Board, General Staff, War Department, spoke on "Principles Underlying Effective Training of Employees."

At an evening dinner at the Machinery Club, Mr. Waddill Catchings spoke on "The Way Out for Labor and Capital."

The afternoon sessions were broken up into three groups which were devoted to "Training to Sell," "Training of Office Employees" and "Developing Men Through Production."

The reports of these meetings and the papers delivered at them are appearing in "Corporation Training."

Co-operation with Collegiate Institutions in Pittsburgh

Dr. E. K. Strong is Chairman of the Pittsburgh Chapter on Relations Between National Association of Corporation Training and Collegiate Institutions of Pittsburgh.

The meeting was held on Saturday, February 4th. The committee is considering the feasibility of getting up a general announcement of all the training facilities in the Pittsburgh district available for employees, including the Public Schools, Collegiate Institutions, Business Schools, Corporation Schools, Y. M. C. A.'s, and Correspondence Schools.

Mr. A. D. Mueller will spend some time in the next few months in making a survey of all such facilities within the Pittsburgh district. This will appear as part of a general inventory which the Carnegie Institute of Technology is making.

The committee also is considering the possibility of developing short courses for specific executive positions, to which employees about to be promoted or who are holding positions which they are not handling with entire satisfaction, could be sent by their companies. Two such courses are now being carried on by the Carnegie Institute of Technology, namely, the training of Life Insurance Salesmen and Coal Mine Superintendents. This kind of educational work is likely to be extended more and more in the future, but its development is going to require very close co-operation between corporations and educational institutions.

The committee is also considering the question of requiring college graduates to hold an actual job for a year or two before teaching. Many business executives feel quite strongly on this point. The Westinghouse Electric & Manufacturing Co. conduct a special course for college professors whereby they may obtain just such training.

The Pittsburgh Chapter Committee plans to cooperate with the National Committee, of which Mr. W. E. Wickenden, of the American Telephone & Telegraph Company, is Chairman.

Pittsburgh Chapter in March

The Pittsburgh Chapter meets in sections. The Unskilled Labor and Americanization Section met on March 2 to consider "Racial Adaptability for Various Kinds and Conditions of Work" and "Dollars and Cents Value of Americanization Work." The Industrial and Public Schools Relation Section met on March 13 to hear reports from the committee on Occupational Analysis, Occupational Demands, Occupational Training by Industry and Occupational Training by Public Schools.

The Employment Plans Section met on March 17 to consider "The Placement of Employees." Col. D. W. K. Peacock has resigned the chairmanship of the chapter, and Mr. J. E. Banks, Vice Chairman, has become Chairman.

Classification of Training Literature

Mr. J. D. Hackett has accepted the chairmanship of the committee on Classification of Training Literature.

THE 1922 COMMITTEE SYSTEM

One of the outstanding features of the National Association of Corporation Training is the system of active committees. These committees prepare reports on the various training problems and on problems immediately related to training.

The Committee Reports are the expression of *joint opinion* and their recommendations are, therefore, a safe working basis for executives to follow. This does not mean that the Association does not favor free expression of individual opinion. Indeed, the Chapter meetings and the Bulletin provide the media for the freest interchange of individual views.

The Association is, however, justly proud of the fact that annually it has a group of active committees producing results.

This year the Committee Chairmen were carefully selected by the Committee on Committees. The Committee on Committees then conferred with the Committee Chairmen in the selection of members of committees with a view to preventing undue overlapping of committee appointments.

In addition to the committees listed below, special advisory committees will be appointed from time to time to co-operate in the preparation of special reports by the staff. It is hoped thus to improve the value of and interest in the special reports.

Committees for 1922

Classification of Training Literature	*Chairman:* J. D. Hackett
Employment and Labor Turnover in Relation to Training	*Chairman:* H. E. Von Kersburg
Executive Training	*Chairman:* C. R. Dooley
Foreman Training	*Chairman:* H. H. Tukey
Health Education	*Chairman:* Dr. E. S. McSweeney
House Organs as a Training Method	*Chairman:* F. P. Pitzer
Job Analysis	*Chairman:* Harry A. Hopf
Methods of Training Employees in Principles of Economics	*Chairman:* Dr. Lee Galloway
Office Work Training	*Chairman:* Martin W. Pierce
Psychological Tests and Rating Scales in Relation to Training	*Chairman:* Dr. E. K. Strong, Jr.
Shop Training	*Chairman:* Dr. R. L. Sackett
Trade Apprenticeship	*Chairman:* E. E. Sheldon
Training for Salesmen	*Chairman:* Henry S. Dennison
Training Terminology	*Chairman:* J. W. Dietz
Unskilled Labor and Americanization	*Chairman:* J. E. Banks
Visualized Training	*Chairman:* H. M. Jefferson
Industrial and Public School Relations	*Chairman:* C. S. Coler
Relations with Collegiate Schools of Business	*Chairman:*
Relations with Engineering Schools	*Chairman:* W. E. Wickenden
Committee on Committees	*Chairman:* A. F. Pickernell
Editorial Committee	*Chairman:* Dr. Lee Galloway
Executive Committee	*Chairman:* H. W. Casler
Finance Committee	*Chairman:* M. S. Sloan
Membership Committee	*Chairman:* L. L. Branthover
Plan and Scope Committee	*Chairman:* L. L. Park

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Succeeding Corporation Training and Personnel

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Abstracts and Reviews

Associations News

PUBLISHED BY THE
NATIONAL PERSONNEL ASSOCIATION
NEW YORK CITY

NATIONAL PERSONNEL ASSOCIATION

THE ORGANIZING COMMITTEE

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Curtis Publishing Co.

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E. I. duPont de Nemours & Co.

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Bethlehem Steel Co.

SAM A. LEWISOHN,
Miami Copper Co.

JOHN MCLEOD,
Carnegie Steel Co.

GEORGE F. QUIMBY,
Associated Industries of Mass.

W. H. WINANS,
Union Carbide and Carbon Co.

ARTHUR H. YOUNG,
International Harvester Co.

THE PROVISIONAL BOARD OF DIRECTORS:

At the meeting held on April 7th, 1922, at the Bankers' Club of America, a Provisional Board of Directors was elected conditional upon their agreement to serve. The list of those who consent to serve will be published in the next issue.

Headquarters: 20 Vesey Street, New York, N. Y.

PERSONNEL ADMINISTRATION

May, 1922

The National Personnel Association

THE National Personnel Association has been formed to take over the activities of the National Association of Corporation Training and the Industrial Relations Association of America. Later, the activities of other associations may be joined to the program of the new organization, whenever it may seem wise, or when there appears to be sufficient demand for such action.

Origin of the Idea.

There are many who might justly claim credit for the idea of forming one substantial association to do the work of several. Certain local employment managers' groups made the proposal three years ago, while the National Association of Employment Managers was becoming the Industrial Relations Association of America. It is known that, in 1919, the subject was discussed on the high seas by the presidents of the two organizations.

Whatever the influence of suggestions and ideas expressed from time to time during the past few years, the project can be traced immediately to the joint meeting of the Executives' Club of New York and the New York Chapter of the National Association of Corporation Training, held at the Bankers' Club, 120 Broadway, on February 17, 1922. The committee which planned and carried out this meeting consisted of Francis Farwell of the Worthington Pump and Machinery Corporation, Chairman; C. S. Ching of the U. S. Rubber Company, J. W. Dietz of the Western Electric Company, W. J. Donald, Acting Managing Director of the National Association of Corporation Training; A. S. Donaldson of R. H. Macy & Co., C. R. Dooley of the Standard Oil Company of New Jersey, Oscar Miller of the Standard Oil Company of New Jersey, F. P. Pitzer of the Equitable Life Assurance Society, and Harry H. Tukey of the Submarine Boat Corporation. The program included a

luncheon at which "The Business Outlook" and "General Principles of Training Employees" were discussed, an afternoon session devoted to "Training" and an evening dinner devoted to the question of "Relations Between Labor and Capital."

During the afternoon, many proposed that an effort be made to get the two national organizations together into one. The success of the joint meeting was ample demonstration of the desirability of such a move. It might be said that the movement sprang up spontaneously, were it not for the fact that many were already thinking in that direction, and some were frankly urging its consideration.

The Invitation to the March 9th Meeting.

An informal meeting was hold on Saturday morning, February 18, in the office of Mr. C. S. Ching of the U. S. Rubber Co. Of those invited, the following were present: C. S. Ching, Montague A. Clark of the E. I. duPont deNemours & Co., W. J. Donald, Acting Managing Director of the National Association of Corporation Training; Francis Farwell of the Worthington Pump and Machinery Corporation, J. M. Larkin of the Bethlehem Steel Corporation, Henry C. Link of the U. S. Rubber Company, Lew Palmer of the Equitable Life Assurance Society, E. A. Shay of Industrial Personnel Service, and W. H. Winans of the Union Carbide and Carbon Company.

As a result, an invitation to a meeting to be held at the Machinery Club, on March 9, was drafted and the attached signatures secured. Only one person refused to have his name added to the call to the meeting. The invitation was as follows:

February 28, 1922.

Dear Sir:

It has become increasingly evident that there is a strong demand for the elimination of overlapping of organizations in the field of industrial relations. This has been brought about by the suggested change in the form of organization of the Industrial Relations Association of America and the adoption of an intensive program by the National Association of Corporation Training.

Right now there is an opportunity to choose between two possibilities:

1. Some sort of an understanding or working agreement between two or more associations.
2. The establishment of a new organization to include existing associations.

What are the advantages and disadvantages of each?

Which of the two possibilities is the more desirable?

What should be the form of a new organization and what should be its program of work and its financial plan?

At a time when executives are taking stock of industrial relations activities and of their memberships in organizations, the question arises as to whether it is now possible to have one association that will provide such an interflow of views between groups as will improve our perspective of this entire field of thought and policy.

Last Saturday, following the joint meeting of the Executives' Club of New York and of the National Association of Corporation Training, an informal and impromptu meeting of members from both organizations was held.

In view of the evident desire of many members of both associations, it was decided to call a meeting of representatives of both associations to consider the problem on Thursday, March 9, beginning at 12.30 for luncheon at the Machinery Club, Hudson Terminal Building, 50 Church Street, New York.

You are not only invited, but urged to attend.

Please inform Mr. Francis Farwell, Worthington Pump and Machinery Corporation, 115 Broadway, New York, that you will be present.

Signed:

H. W. Casler, N. Y. Telephone Co.
C. S. Ching, U. S. Rubber Co.
Montague A. Clark, E. I. duPont deNemours & Co.
Henry S. Dennison, Dennison Mfg. Co.
J. W. Dietz, Western Electric Co.
Harvey G. Ellerd, Armour & Co.
Francis Farwell, Worthington Pump & Machinery Co.
W. R. Graham, Equitable Life Assurance Society.
Harry A. Hopf, H. A. Hopf & Co.
W. W. Kincaid, The Spirella Co.
J. M. Larkin, Bethlehem Steel Co.
Oscar Miller, Sec., N. Y. Executives' Club.
Earl Morgan, Curtis Publishing Co.
Louis L. Park, American Locomotive Co.
S. R. Rectanus, American Rolling Mill Co.
E. A. Shay, Industrial Pensonnel Service, Inc.
M. S. Sloan, Brooklyn Edison Co.
Fred W. Tasney, Prudential Insurance Co.
W. H. Winans, Union Carbide & Carbon Co.
Arthur A. Young, International Harvester Co.

The March 9th Meeting.

The meeting at the Machinery Club was attended by thirty-four of approximately one hundred persons invited to the meeting from cities as far south as Atlanta, New Orleans and Houston, as far west as San Francisco and Seattle, and as far north as Toronto and Ottawa. Those present were:

Howard W. Casler, New York Telephone Co.
C. S. Ching, U. S. Rubber Co.
Montague A. Clark, E. I. duPont deNemours & Co.
J. W. Dietz, Western Electric Co.
Martin Dodge, Merchants Association of New York.

W. J. Donald, National Association of Corporation Training.
A. S. Donaldson, R. H. Macy & Co.
Francis Farwell, Worthington Pump & Machinery Corp.
Alexander Fleisher, Metropolitan Life Insurance Co.
J. H. Friedel, National Industrial Conference Board.
Eliott Frost, Rochester Chamber of Commerce.
Lee Galloway, V. P., Ronald Press Co.
Milton D. Gehris, John B. Stetson Co.
Wm. J. Graham, Equitable Life Assurance Society.
J. M. Hart, White Motor Co.
Beatrice Henry, Abraham & Straus, Inc.
H. A. Hopf, H. A. Hopf & Co.
Mark M. Jones, Curtis, Fosdick & Belknap.
J. M. Larkin, Bethlehem Steel Co.
Sam A. Lewisohn, Miami Copper Co.
John McLeod, Carnegie Steel Co.
Wills Maclachlan, Private Practice.
Henry C. Metcalf, Director, Bureau of Personnel Administration.
Burton R. Miller, Worthington Pump & Machinery Corp.
Oscar M. Miller, Standard Oil Co. (N. J.).
Louise Moore, Dutchess Mfg. Co.
Earl Morgan, Curtis Publishing Co.
Louis L. Park, American Locomotive Co.
A. F. Pickernell, Abraham & Straus, Inc.
F. P. Pitzer, Equitable Life Assurance Society.
Charles B. Scott, Bureau of Safety.
Thos. H. White, The White Motor Co.
John E. Whiting, Philadelphia Rapid Transit Co.
W. H. Winans, Union Carbide and Carbon Corp.

The meeting was called to order by Mr. Francis Farwell. Mr. Harry A. Hopf was elected Chairman, and Mr. W. J. Donald, Secretary of the meeting. Messrs. C. S. Ching, J. W. Dietz, Eliott Frost, Lee Galloway, J. M. Larkin, Sam A. Lewisohn, John McLeod, Wills Maclachlan, H. C. Metcalf, and Earl Morgan participated in the discussion of the subject outlined in the call to the meeting. All but one favored a new association to take over the work of at least two associations. Mr. Farwell read communications favoring such a movement from Messrs. L. P. Alford, Editor of "Management Engineering," Meyer Bloomfield of Boston, Henry S. Dennison of the Dennison Manufacturing Co., Harvey Ellerd of Armour & Co., W. C. Griffin, of the American Telephone & Telegraph Co., W. R. Heath of the Larkin Co., S. R. Rectanus of the American Rolling Mill Co., C. H. Weiser of the Southwestern Bell Telephone Co., Ralph G. Wells of Boston, and Arthur H. Young of the International Harvester Co.

The meeting then adopted the following resolution:

It is the consensus of opinion of this meeting that there is a vital need and demand for a national organization to serve the following purpose, namely:

To advance the understanding of the principles, policies, and methods of creating and maintaining satisfactory human relations within commerce and industry.

1. By serving executives, personnel specialists, and others who are mutually interested in problems affecting relations with employees by providing opportunities for conference, cooperative research and exchange of information among members.
2. By studying the problems of employment, training, development, service, and cooperation.
3. By assisting established educational and other institutions to interpret the needs of commerce and industry by maintaining reciprocal relations with them.

It was then unanimously decided that a national association or society be formed to carry out this purpose, provided it means the combination or consequent loss of identity of at least two of the present national organizations interested in the field of personnel problems and that the Chair be authorized to appoint a committee of five (later increased to fourteen) persons to consult with the existing organizations and to report a plan of organization to the group.

The following were appointed: Sam A. Lewisohn, Chairman; C. S. Ching, J. W. Dietz, W. J. Donald, Francis Farwell, Lee Galloway, Harry A. Hopf, Mark M. Jones, J. M. Larkin, John McLeod, H. C. Metcalf, Oscar Miller, Earl Morgan, F. P. Pitzer.

An Executive Committee, consisting of Messrs. Harry A. Hopf, Chairman; Sam A. Lewisohn, and W. J. Donald, Secretary, was appointed with power to call another meeting of the group, to add to the numbers, and to determine what publicity should be given to the meeting.

The Committee Report.

The Committee appointed to report on the plan and scope of the proposed association in the field of Personnel Administration held four meetings, besides many meetings of sub-committees and many conferences. The report as finally presented to a meeting at the Bankers' Club, 120 Broadway, on April 7, was unanimously approved and signed by all members of the Committee. The report is as follows:

Report of the Committee on Plan and Scope of the Proposed Association in the Field of Personnel Administration.

Gentlemen:

The Committee appointed at the Machinery Club on March 9th to bring in a report on the plan and scope of the proposed association in the field of personnel administration present herewith their report.

Sam A. Lewisohn, Chairman	J. M. Larkin
C. S. Ching	John McLeod
J. W. Dietz	H. C. Metcalf
Francis Farwell	Oscar Miller
Lee Galloway	Earl Morgan
Harry A. Hopf	F. P. Pitzer
Mark M. Jones	W. J. Donald, Secretary

I. Name

Personnel Administration Association.

II. Purpose

To advance the understanding of the principles, policies and methods of creating and maintaining satisfactory human relations within commerce and industry.

1. By assisting administrative executives, those engaged in personnel work and others who are interested in problems of personnel administration through providing opportunities for conferences, cooperative research, and exchange of information among members.

2. By studying the problems of personnel administration, including employment, training, development, health, employee service and cooperation.

3. By assisting established educational and other institutions to interpret the personnel needs of commerce and industry by maintaining reciprocal relations with them.

III. Plan of Activities

1. A system of national committees studying and reporting on timely personnel topics.

2. An annual convention based primarily on the round table discussion of previously prepared and published committee reports.

3. Special conferences, either geographic or topical.

4. An information service providing an exchange of experience and information.

5. Special investigations.

6. It is recommended that the question of the relation of local activities of councils or chapters to the national organization be referred to the Provisional Board for report to the first annual meeting, after study by a special committee.

7. It is recommended that the question of the establishment of national topical divisions or sections be referred to the Provisional Board for report to the first annual meeting, after study by a special committee.

IV. Membership Plan

1. Company (or service) membership.
   a. Those eligible:
      Any corporation, partnership, firm, estate, association, institution or person, interested in the field of personnel administration.
   b. Service and privileges:
      1. Information service covering available information regarding what member and other companies are undertaking and accomplishing within the scope of the activities of the association. This service implies the frequent necessity of the collection and classification of information.
      2. One individual membership or representative with right of proxy.
      3. Two copies of each report of special investigations.
      4. Four copies of the official publication.
      5. Two copies of each committee report.
      6. Two copies of reports or minutes of conventions and special conferences.
      7. The privilege of purchasing additional copies of any of the Association's publications or reports at reduced prices.
   c. Annual dues, $100.
2. Individual membership:
   a. Those eligible:
      Administrative executives, those engaged in personnel work and others who are interested in the field of personnel administration.
   b. Services and privileges:
      1. One copy of all publications of the Association except reports of special investigations.
      2. The privilege of purchasing reports of special investigations at reduced prices.
      3. Information service covering literature and other sources of information within the scope of the activities of the Association.
   c. Annual dues, $15.

V. Organization and Administration

1. It is recommended that the Association be incorporated.

2. It is recommended that the following shall act as an "Organizing Committee" with the powers of the Provisional Board of Directors until the first meeting of the Provisional Board: (To be reported separately by committee).

3. It is recommended that those of the following, who agree to serve, including the "organizing committee," act as a Provisional Board of Directors until the first annual election: (To be reported separately by committee).

4. It is recommended that in the annual election of the Board of Directors, after incorporation, each official company member representative and each individual member have one vote, provided, however, that at least two-thirds

of the directors elected each year shall be administrative executives or persons actively and fully engaged in the personnel work of company members.

5. It is recommended that the proposed constitution be adopted and that the "organizing committee" be authorized to prepare and adopt by-laws which may be amended by any general or special meeting of the members or by referendum.

6. It is recommended that the by-laws covering the procedure of election of directors be worked out along the following general lines:

a. Only members in good standing to vote.
b. Election of committee to nominate directors at the annual business meeting, except that the first nominating committee shall be appointed by the Provisional Board of Directors.
c. Nominating committee to nominate as many as are to be elected, and secretary to notify members of nominations at least three months before next annual meeting.
d. Other nominations may be made by petition of any fifty members.
e. Mail ballot issued at least three weeks before annual meeting.

7. It is recommended that the officers should be elected by the Board of Directors—all of them excepting the treasurer, the managing director and the secretary being necessarily members of the Board.

VI. A Plan of Promotion

1. An informal committee composed of former members and officers of the I. R. A. A. which has been authorized by referendum to consider future plans has already approved of the proposal.

2. The N. A. C. T., according to reports of the opinions expressed by members, will undoubtedly approve of the proposal.

3. It is recommended that the "organizing committee" be authorized to assist the National Association of Corporation Training and Industrial Relations Association of America in the liquidation of their liabilities and assets and to meet their obligations as to service.

4. It is recommended that the "organizing committee" be authorized to employ such assistance and to take such other steps as may be necessary to promote the establishment of the Association.

CONSTITUTION

ARTICLE I

NAME

The name of this organization shall be the Personnel Administration Association.

ARTICLE II

PURPOSE

The purpose of the Personnel Administration Association shall be:

To advance the understanding of the principles, policies and methods of creating and maintaining satisfactory human relations within commerce and industry.

1. By assisting administrative executives, those engaged in personnel work and others who are interested in problems of personnel administration through providing opportunities for conferences, cooperative research, and exchange of information among members.

2. By studying the problems of personnel administration, including employment, training, development, health, employee service and cooperation.

3. By assisting established educational and other institutions to interpret the personnel needs of commerce and industry by maintaining reciprocal relations with them.

ARTICLE III

MEMBERSHIP

1. Any corporation, partnership, firm, estate, association, institution or person that approves of the purpose of the Personnel Administration Association shall be eligible to membership.

2. The procedure with respect to admission to and the enjoyment of the privileges of membership shall be as specified in the by-laws.

ARTICLE IV

BOARD OF DIRECTORS

1. The management of the affairs, funds and property of the Personnel Administration Association shall, until the first annual election, be vested in a Provisional Board of Directors, consisting of those of the following, who agree to serve: (To be reported separately by committee).

2. The Provisional Board of Directors may by resolution designate five or more of their number to constitute an Executive Committee, who shall serve during the pleasure of the Board, and who to the extent provided in said resolution shall have and may exercise the powers of the Provisional Board of Directors in the management of the affairs, funds and property of the Association.

3. Until the first meeting of the Provisional Board, the management of the affairs, funds and property of the association shall be vested in an "organizing committee" consisting of the following, who shall be members of the Provisional Board.

4. After the first annual election the management of the Personnel Administration Association shall be vested in a Board of thirty (30) Directors.

5. The Board of Directors or Executive or Organizing Committee may authorize any officer or officers to enter into any contract or execute or deliver any instrument in the name of and in behalf of the Association.

ARTICLE V

MEETINGS

1. The annual meeting of the Personnel Administration Association shall be held at a time and place to be designated by vote at the annual meeting or, in the absence of action at the annual meeting, by the Board of Directors.

2. Meetings of the members may be held at such other times and at such places as the Board of Directors may determine, or upon the written request of five per cent of the members in good standing, of which not more than half shall be residents in one city. Due notice by mail shall be given every member. When called otherwise than by the President or the Board of Directors, the

notice shall contain a statement of the purpose of the meeting and shall be issued at least twenty days preceding the meeting.

ARTICLE VI

REFERENDA

Upon the request in writing of fifteen per cent of the members in good standing, of which not more than half shall be residents in one city, the Board of Directors shall, or upon its own initiative may, submit a question to the members for a mail referendum vote; the ballot for such vote to be accompanied by briefs stating both sides of the question. When so stated in the request, action taken therein by the membership shall be final.

ARTICLE VII

AMENDMENTS

1. This constitution may be amended by a majority vote of the members in good standing in attendance at any regular membership meeting or at any special meeting called for that purpose, provided that such proposed amendments shall be plainly stated in the call for the meeting at which they are to be considered, or by mail referendum conducted in the usual way.

2. Due notice by mail to every member of meetings at which such amendments are to be considered must be given at least twenty (20) days prior to the time of meeting.

ARTICLE VIII

ENACTMENT

This constitution shall be effective immediately following its adoption by a majority vote of those present at an organization meeting held at the Bankers' Club, 120 Broadway, New York, on April 7, 1922, and shall serve until the incorporation of the association, at which time the provisions thereof shall so far as possible be inserted in the by-laws of the corporation.

The April 7th Meeting.

The meeting held at the Bankers' Club, on April 7, was attended by the following:

John F. Ahlers, National Cash Register Co.
H. W. Casler, New York Telephone Co.
C. S. Ching, U. S. Rubber Co.
Montague A. Clark, E. I. duPont deNemours & Co.
Norman Collyer, Famous Players-Lasky Corp.
H. E. deMotte, American Express Co.
Martin W. Dodge, Merchants Association of New York.
W. J. Donald, National Association of Corporation Training.
A. S. Donaldson, R. H. Macy & Co.
C. R. Dooley, Standard Oil Company of New Jersey.
H. C. Duncan, Travelers Insurance Co.
J. H. Fairclough, Jr., Jordan Marsh & Co.
Dr. Alexander Fleisher, Metropolitan Life Insurance Co.
J. H. Friedel, National Industrial Conference Board.
Dr. Lee Galloway, The Ronald Press Company.

J. A. Garvey, Dennison Mfg. Co.
W. J. Graham, Equitable Life Assurance Society.
J. Hemphill, Carnegie Steel Co.
Mrs. Beatrice Henry, Abraham and Straus, Inc.
H. A. Hopf, H. A. Hopf & Co.
Mark M. Jones, Curtis, Fosdick and Belknap.
W. W. Kincaid, The Spirella Co.
J. M. Larkin, Bethlehem Steel Co.
Sam A. Lewisohn, Miami Copper Co.
John McLeod, Carnegie Steel Co.
Dr. Henry C. Metcalf, Bureau of Personnel Administration.
Oscar Miller, Standard Oil Company of New Jersey.
Miss Louise Moore, Dutchess Mfg. Co.
Earl B. Morgan, Curtis Publishing Co.
Lew Palmer, Equitable Life Assurance Society.
Louis L. Park, American Locomotive Co.
A. F. Pickernell, Abraham and Straus, Inc.
F. P. Pitzer, Equitable Life Assurance Society.
John Raasch, Federal Reserve Bank of New York.
E. A. Shay, Industrial Personnel Service.
H. E. Von Kersberg, R. H. Macy & Co.
W. H. Winans, Union Carbide and Carbon Co.

Mr. W. J. Graham, Vice-President of the Equitable Life Assurance Society, was introduced as Chairman of the meeting, by Mr. Harry A. Hopf, Chairman of the Executive Committee. The reading of the minutes of the previous meeting was dispensed with. Mr. Sam A. Lewisohn read the report of his committee. It was decided, on motion of Messrs. Ching and Farwell, that the report, after reading, be adopted as a whole, subject to such amendments of special sections as might be later introduced.

Mr. Lewisohn then presented the reports on the personnel of the "organizing committee" and on the "Provisional Board of Directors," both of which were approved, with the understanding that the "organizing committee" might add to its own numbers.

It was decided, on motion of Messrs. Collyer and Galloway, that Article IV of the Constitution be referred to the Organizing Committee for amendment along the lines of Article V, Sec. 4 of the report.

It was decided, on motion of Messrs. Hopf and Kincaid, to strike out all after "personnel administration" in Article II, Sec. 2, of the report and in the Constitution.

On motion of Messrs. Friedel and Ching, it was decided that the Article of the Constitution covering Referenda be so amended as to confine the use of Referenda of the Association to matters of internal association government and administration.

On motion of Messrs. Lewisohn and Hopf, the Organization Committee was authorized to wipe out any inconsistencies due to amendments and to condense the wording of paragraphs, where possible, and otherwise to make the constitution as workable as possible.

After much discussion of the proposed name of the Association, it was decided, on motion of Messrs. Hopf and Farwell, that the Organizing Committee be entrusted with the power to adopt such a name as they in their wisdom might see fit.

The Chairman made a vigorous plea for co-operation in the securing of members of the new association.

On motion of Messrs. Ching and Miller, a rising vote of thanks was tendered Mr. Sam A. Lewisohn for his work as chairman of the special committee on the plan and scope of the new association.

After an announcement of a meeting of the Organizing Committee, the meeting adjourned.

First Meeting of the Organizing Committee.

Immediately after adjournment of the organizing meeting on April 7, the Organizing Committee met at the Bankers' Club. Those present were: C. S. Ching, Montague A. Clark, W. J. Donald, Francis Farwell, Harry A. Hopf, W. W. Kincaid, J. M. Larkin, John McLeod, Earl Morgan, and W. H. Winans.

Mr. Donald called the meeting to order and called for nominations for chairman of the meeting. Mr. W. W. Kincaid was elected chairman. Mr. Donald was elected secretary of the meeting.

Mr. Kincaid was unanimously chosen Chairman of the Organizing Committee and President of the Association until the first meeting of the Provisional Board of Directors.

Mr. Earl Morgan was unanimously elected Vice-Chairman of the Organizing Committee and Vice-President of the Association until the first meeting of the Provisional Board of Directors.

Mr. Montague A. Clark was elected Treasurer of the Organizing Committee and Treasurer of the Association until the first meeting of the Provisional Board of Directors.

Mr. W. J. Donald was elected Secretary of the Committee and Managing Director of the Association until the first meeting of the Provisional Board of Directors.

It was decided that the name of the Association should be "National Personnel Association."

It was decided that an Advisory Council should be appointed.

A committee consisting of Francis Farwell, Chairman, and J. W. Dietz, W. H. Winans, and W. J. Donald was appointed to make arrangements for incorporation and to draw up a set of by-laws.

The President was authorized to appoint a committee to look into the question of the relation of local associations—councils or chapters—to the National Association, and to report to the Provisional Board of Directors.

It was decided that the working committee of the National Association of Corporation Training will be continued, and that they should be advised to continue their preparation of committee reports for the convention to be held in the autumn.

Provision was made for a membership eligibility committee consisting of any five of the Organizing Committee present at a meeting of the Committee. It was decided that for the time being, trade associations or representatives thereof shall be eligible for individual membership, but that they shall not be eligible for company membership.

Steps were taken to secure from the National Association of Corporation Training and from the Industrial Relations Association of America, a statement of the assets and liabilities of each, and a proposition for taking over their activities.

Action by the I. R. A. A.

Anticipating that the committee report would be adopted, Mr. J. M. Larkin, President of the Industrial Relations Association of America, sent the following letter to the Directors of that organization:

March 31, 1922.

Gentlemen:

In view of the proposed establishment of a new national association in the field of personnel administration, now certain to be accomplished, it seems appropriate that the Board of Directors of the Industrial Relations Association of America should authorize and instruct the Secretary to turn over to the new Association the records, property and assets of the Industrial Relations Association of America and of its predecessor, the National Association of Employment Managers, on condition that the new association co-operate in the liquidation of the debts of the I. R. A. A. to the satisfaction of a committee consisting of Messrs. J. M. Larkin, M. A. Clark, Earl Morgan and E. A. Shay.

Will you kindly send your authorization to Montague A. Clark at E. I. duPont de Nemours & Co., Arlington, N. J., not later than Thursday, April 6?

The authorization was forwarded to Mr. Clark, and the question, is therefore, in the hands of the committee consisting of Messrs. Larkin, Morgan, Clark, and Shay.

Action by the Reorganization Committee.

It will be remembered that, at the last annual meeting of the Industrial Relations Association of America, a report on the reorganization was presented and Mr. Earl Morgan of the Curtis Publishing Co. was elected chairman of a committee to form a new association to take the place of the Industrial Relations Association of America. By vote of the members the I. R. A. A. was dissolved and the committee of which Mr. Morgan was chairman issued the following letter to those who had been members of the I. R. A. A., with the result that nearly two hundred persons pledged membership in a new association.

Room 315
671 BROAD STREET
Newark, N. J.

December 22, 1921.

Dear Sir:

Feeling that there is need for a national organization having at heart the interests of the men and women engaged in the various phases of employment and personnel work, the following gentlemen have formed themselves into a committee for the purpose of organizing and carrying to completion of a national organization that will have as its purpose the general development of scientific employment and personnel work in all its phases:

Earl B. Morgan, Curtis Publishing Co., Philadelphia, Pa.
J. M. Larkin, Bethlehem Steel Co., Bethlehem, Pa.
C. S. Ching, United States Rubber Company, New York.
C. M. Culver, Employers' Association, Detroit, Mich.
J. W. Hart, White Motor Co., Cleveland, Ohio.
Winfield Coe, International Silver Co., Meriden, Conn.
C. H. Duncan, Columbia Graphophone Co., Bridgeport, Conn.
C. V. Derrick, American Bosch Magneto Co., Springfield, Mass.
Miss Louise Moore, Dutchess Manufacturing Co., Poughkeepsie, N. Y.
Montague A. Clark, E. I. duPont de Nemours & Co., Arlington, N. J.
E. S. McClellan, Westinghouse Electric and Mfg. Co., Pittsburgh, Pa.
E. B. Moreland, Employers' Association, Pittsburgh, Pa.
E. A. Shay, Newark, N. J.

The following also will be asked to serve on such committee:
J. C. Lindsey, The Admiral Line, Seattle, Washington.
Harvey Ellerd, Armour & Co., Chicago, Ill.
L. A. Bitner, Wm. Filene's Sons Co., Boston, Mass.
E. H. Kramer, General Motors Research Corporation, Dayton, Ohio.

L. A. Lane, Successful Farming Publishing Co., Des Moines, Iowa.
Burton R. Miller, Worthington Pump Co., Buffalo, N. Y.
Oscar Miller, Standard Oil Co., New York.
L. P. Alford, Editor, Management Engineering, New York.

It is proposed to have the membership on an individual basis, thereby serving directly the man on the firing line.

Pending the completion of the final outcome of the constitution and complete organization plans, it is desirable to get the applications of as many charter members as possible so that the work of the new association may be swiftly carried along to a fruitful conclusion. If you are interested in belonging to such an organization, sufficiently to desire membership, will you be good enough to fill out the blank below and return to E. A. Shay, Room 315, 671 Broad Street, Newark, N. J., at once? You will be under no financial obligation until such time as the membership committee shall start to function and your membership in the organization is fixed by that body.

Sincerely,

E. A. Shay,
Temporary Secretary.

.....

Date.....

I hereby make application for membership in the (name to be decided later), an organization to be devoted to the development of scientific employment and personnel work in all its phases, subject to the classification fixed by the committee on organization. I will remit dues (which shall not exceed a maximum of $15 a year) upon receipt of bill after complete organization has been effected.

Signed .....

Position .....

Company .....

Subsequently this committee voted to merge their activities with those of the National Personnel Association.

Action by the N. A. C. T.

Soon after the new proposal was first made, President W. W. Kincaid of the National Association of Corporation Training appointed a special committee to consider the question and to represent the Association in any negotiations. The members of the committee were: W. W. Kincaid, President of The Spirella Co., Chairman; Louis L. Park, Supervisor of Welfare, American Locomotive Co., Vice-Chairman; John McLeod, Assistant to the President, Carnegie Steel Co.; Milton D. Gehris, Vice-President, John B. Stetson Co.; M. S. Sloan, President, Brooklyn Edison

Co.; P. W. Turner, Assistant Treasurer, Eastman Kodak Co.; Fred W. Tasney, Vice-President, Prudential Insurance Co.; H. W. Casler, Assistant to Vice-President, New York Telephone Co.; J. W. Dietz, Educational Director, Western Electric Company; Harry A. Hopf, President, H. A. Hopf & Co.; Lee Galloway, Vice-President, The Ronald Press Co.; H. J. Tily, General Manager, Strawbridge and Clothier, and W. J. Donald, Acting Managing Director. This committee unanimously reported to President Kincaid, as follows:

Special Committee Report to the President.

Dear Sir:

The Committee appointed by you to represent the Association in the discussion of the proposed establishment of one association to cover the whole field of personnel administration, including training, met at 11 o'clock, Thursday, March 9, 1922, in the Board Room of the Ronald Press, 20 Vesey Street, New York City, and again at 4 o'clock, at the Machinery Club, 50 Church Street, New York City.

The Committee was represented at the conference held at the Machinery Club at 12.30 of the same day by several members of the Committee.

The action taken at this meeting is set forth in the minutes which are hereto attached.

In view of the enthusiasm for one national association on the part of those identified with the Industrial Relations Association of America, and the desire of many members of the National Association of Corporation Training which has been expressed in various ways, and in view of the good attendance at, and the enthusiasm of the meeting held at the Machinery Club, the Committee recommends that the Board of Trustees consider this proposal favorably, provided the new association can render service at least equal to that which the National Association of Corporation Training would be able to give for the year 1922.

The Committee also recommends that this report be forwarded to the members of the Board of Trustees for their information and that CLASS A members be asked to express their opinion as a guide to the Board of Trustees.

The Committee is sharing in the further discussion of a concrete program for further action.

Respectfully submitted,

W. W. Kincaid, Chairman	P. W. Turner
L. L. Park, Vice-Chairman	J. W. Dietz
H. W. Casler	Lee Galloway
W. J. Donald	M. D. Gehris
Harry A. Hopf	M. S. Sloan
John McLeod	H. J. Tily
F. W. Tasney	

Subsequently, the company members of the association were sent a copy of the minutes of the March 9th meeting, together with the following letetr from Vice-Chairman, Louis L. Park:

To Class A or Company Members:

At the suggestion of persons interested in both the Industrial Relations Association of America and the National Association of Corporation Training, which grew out of a joint meeting of the chapters of both organizations in New York City, a meeting was held at the Machinery Club in New York on March 9 to consider the possible formation of a national organization to cover the problems of personnel administration now covered by several associations. The National Association of Corporation Training was represented at this meeting by a Committee appointed by President Kincaid for that purpose.

The minutes of the joint meeting of March 9 are enclosed for your information. They contain a proposal that the National Association be merged with other organizations in the formation of a new association to cover the entire field of employment, personnel service and training.

There is a feeling prevailing among corporations that too many co-operative associations are now operating in the personnel field and that some effort toward combination should be made. Such an amalgamation as that proposed would, therefore, seem to be in the interest of economy and efficiency, and if it can be made without sacrificing the fundamentals on which the N. A. C. T. has so successfully operated for the past ten years, or without curtailing its present service, there would seem to be an advantage in the proposed movement.

In view of the recommendations of the joint conference a special meeting of the Board of Trustees of the N. A. C. T. is being called for the early part of April, and it will be of importance for the Board to know the feeling of Class A members as to the proposed merger. Will you not freely express the attitude of your company as to this important matter, writing directly to the Acting Managing Director, Mr. W. J. Donald, at 20 Vesey Street, New York City?

(Signed) Louis L. Park,
Vice-Chairman of Committee.

The request for an expression of opinion by company members brought sixty-two replies, of which sixty were favorable to the proposal, and only two non-committal and none opposed. Several emphasized the importance of maintaining a proper emphasis of "Training" in the program of the new association and others emphasized the value of the "Intensive Program," the committee system, the "Round Table" type of convention, and the "Information Service."

At a meeting of the Board of Trustees, at 4.30 p. m., on Friday, April 7, at 20 Vesey Street, the report of the committee was adopted, and W. W. Kincaid, President, Lee Galloway, Treasurer, and W. J. Donald, Acting Managing Director, were constituted a committee to take the necessary steps, legal and otherwise, to transfer the association's activities to the new association.

Incorporation.

Between April 7 and April 19, when the second meeting of the Organizing Committee was held at the Old Colony Club in New York, the Committee on Incorporation and By-Laws prepared articles of incorporation which were approved by the Organizing Committee, on April 19, and signed and forwarded on April 21. The Articles of Incorporation are as follows:

CERTIFICATE OF INCORPORATION

OF

NATIONAL PERSONNEL ASSOCIATION

FIRST: The name of this corporation is National Personnel Association.

SECOND: Its principal office in the State of Delaware is located at No. 7 West Tenth Street, in the City of Wilmington, County of New Castle. The name and address of its resident agent is the Corporation Trust Company of America, No. 7 West Tenth Street, Wilmington, Delaware.

THIRD: The nature of the business, or objects or purposes proposed to be transacted, promoted or carried on are:

To advance the understanding of the principles, policies and methods of creating and maintaining satisfactory human relations within commerce and industry.

To appoint representatives and delegates to cooperate with other organizations on matters of like interest.

To appoint committees for the investigation of problems of personnel administration.

To transact business and to own or lease any and all property, real and personal, necessary, convenient or useful for the purpose of the corporation, in any part of the world.

To publish such bulletins, magazines, and other literature as the corporation may deem necessary in the furtherance of its work.

FOURTH: The corporation has no capital stock, nor is it to be created for profit.

FIFTH: The names and places of residence of each of the original subscribers to the within certificate of incorporation are as follows:

J. W. Dietz, Summit, N. J.
W. J. Donald, New York, N. Y.
Sam A. Lewisohn, New York, N. Y.

SIXTH: The number of members of the within corporation shall be unlimited.

Conditions of membership are hereby set forth and declared to be as follows:

Any person, association, corporation, partnership, estate or institution interested in all or any of the objects for which this corporation is formed, may become a member thereof and be elected, rejected or dropped by the Board of Directors in such manner as may be set forth in the by-laws.

SEVENTH: The corporation is to have perpetual existence.

EIGHTH: The private property of the members shall not be subject to the payment of corporate debts to any extent whatever.

NINTH: The management of the affairs, funds and property of the corporation shall be vested in a Board of Directors, the number of whose members shall not be less than three, provided, however, that at least two-thirds of the directors elected each year shall be administrative executors of company members or persons fully and actively engaged in personnel work of company members.

TENTH: The first Board of Directors shall be elected by the subscribers to this certificate of incorporation and shall be elected to hold office for a period of one year or until the first annual meeting of its members. Thereafter the Directors shall be nominated from among the members of the corporation and shall be elected in such manner as shall be set forth in the by-laws.

This corporation may in its by-laws confer powers upon its Directors in addition to the foregoing, and in addition to the powers and authorities expressly conferred upon them by the statute.

Both members and Directors shall have power, if the by-laws so provide, to hold their meetings, and to have one or more offices within or without the State of Delaware, and to keep the books of this corporation (subject to the provisions of the statutes), outside of the State of Delaware at such places as may be from time to time designated by the Board of Directors.

ELEVENTH: This corporation reserves the right to amend, alter, change or repeal any provision contained in this certificate of incorporation, in the manner now or hereafter prescribed by statute, and all rights conferred upon members herein are granted subject to this reservation.

WE, THE UNDERSIGNED, being each of the original subscribers to the within certificate of incorporation for the purpose of forming a corporation to operate both within and without the State of Delaware, and in pursuance of the General Corporation Law of the State of Delaware, being Chapter 65 of the Revised Code of Delaware, and the acts amendatory thereof and supplemental thereto, do make and file this certificate, hereby declaring and certifying that the facts herein stated are true, and accordingly have hereunto set our hands and seals this 21st day of April, A. D. 1922.

In presence of Robert S. Pruxer.

J. W. DIETZ (Seal)
W. J. DONALD (Seal)
SAM A. LEWISOHN (Seal)

State of New York }
County of New York } ss.:

BE IT REMEMBERED that on this 21st day of April, A. D. 1922, personally came before me, Edward A. Woebse, a Notary Public for the State of New York, the above parties, J. W. Dietz, W. J. Donald and Sam A. Lewishon, parties to the foregoing certificate of incorporation, known to me personally to be such, and severally acknowledged the said certificate to be the act and deed of the signers respectively and that the facts therein stated are truly set forth.

GIVEN under my hand and seal of office the day and year aforesaid.

EDWARD A. WOEBSE,
Notary Public

SEAL

The Membership Problem.

The future of the new association rests with the members. It is useless to demand service, if the association is inadequately financed, and it is unfair to demand results, if the members themselves will not assist in seeing that the association is adequately financed. This means that each of those interested should see that the company with which he is connected subscribes for company (or service) membership, and that, in addition, as many persons as possible in the company, executives as well as persons fully engaged in personnel work, take out individual memberships. He should also make every effort to secure the memberships of other companies and individuals. Copies of the forms for membership application appear on another page. The Organizing Committee appeals to members to use them.

Reviews and Abstracts

NOTE.—The number of reviews and abstracts in this number is limited owing to the fact that other material has crowded out abstracts of many current articles. It would be appreciated if members would send to the editorial committee an expression of opinion as to whether or not this system of reviews of books and of abstracts of articles on personnel administration is helpful and whether its continuation and expansion is desired.

THE EDITORIAL COMMITTEE.

The Foreman and His Job. By Chas. R. Allen. J. B. Lippincott Co., Philadelphia, 1922. Pp. ix + 526. Price, $3.50.

In his treatment of the "Foreman and His Job," Mr. Allen has rendered a comprehensive analysis of the requirements of foremanship. By virtue of experience probably no writer is better able to develop and present such an analysis than the author of this book. For more than a decade he has been continually in the forefront of job analysis for instruction and training purposes. His companion book, "The Instructor, the Man and the Job," is another evidence of his ability in this field. He has been a pioneer in the development of training for foremen from the earliest days of the movement and one of the foremost contributors to the development of better foremanship. His successful handling of foreman conference programs has gained him the respect and confidence of industrial executives. Into this book Mr. Allen has concentrated the fruits of his experiences;

it should prove of inestimable value to plant executives in developing foremen; to State educational officers interested in promoting such work under the Smith-Hughes law; to conference leaders as a guide, and to the foremen themselves in broadening the perspective of their jobs.

In his book Mr. Allen regards the foreman as a manager, a supervisor and an instructor, and an analysis of foremanship responsibilities is built up under each of these sub-divisions. Methods of performing these responsibilities are headed up in terms of cost control. The human factor in industry is given major consideration, but the foreman's accountability for materials and equipment are given the amount of attention that an existing wide variance of responsibility under these headings permits. A wealth of points for discussion in conferences is included which are illustrative of actual problems that confront foremen daily.

The book is intended as a reference—a handbook. Its content should not be regarded as a completed program for a series of conferences. It simply suggests the type of material that can be used to good advantage, and carries an appendix that gives valuable information to conference leaders in using the text. The author has relied upon the intelligence and resourcefulness of the reader in applying the text to specific training conditions.

Those who accept the book on the basis of its intended service, namely, as *guide* to the conference leader and the conference group, and an *aid* in making up a program for a series of conferences, developing their own adaptations and analyses to suit their special working conditions will obtain an invaluable help.

Mr. Allen's book was not intended as an inspirational essay upon industrial foremanship. Instead it carries high value as a "working tool" for conference leaders and as a reference for practical executives who are interested in the development of their foremen.

HARRY H. TUKEY.

Technical and Trade Training Through Continuation Schools. By E. A. Fitzpatrick. Published by State Board of Education, Madison, Wisconsin, 1921, pp. 24.

The State of Wisconsin was among the first to develop continuation and vocational schools. The Wisconsin system is so well and favorably known as to be taken as a model for the other States that are developing systems of vocational education. A

well-developed system of apprentice training with State supervision has been an outgrowth of the Wisconsin system.

The secretary of the State Board of Education of Wisconsin, Dr. E. A. Fitzpatrick, in the bulletin under review, gives an excellent outline of the work as carried on in Wisconsin and in a broadly constructed program lays plans for larger development in the State and suggests trade training schools to furnish a higher training.

The following quotation from the bulletin summarizes the program:

"Would it not be wise and for the best interests of the State industrially and for the best interests of the workers in these great industries to establish special technical schools as type schools and to serve, not only the local community, but the whole State, and the whole industry wherever located in the State? Unquestionably such a group of technical and trade schools, organized on a basis broad enough to offer complete training in the industry from both the production and managerial standpoints, and operated in close correlation with the actual industry, preferably on a co-operative plan of alternative weeks in shop and school, whereby the students would be able to support themselves while learning the industry, would be of permanent value and would soon demonstrate the wisdom of special State aid for their establishment and maintenance as departments of the regular vocational schools."

Those interested can probably secure a copy of the bulletin by writing to the secretary at Madison.

E. E. SHELDON.

Building for Understanding in Industry. By Otto P. Geier, M.D. 100% Management, February, 1922. pp. 45-52.

This article especially emphasizes the medical side of personnel work. Careful records are kept of the efficiency of employees, and in case one begins to show a marked decrease in efficiency, physical reasons are sought.

The author recounts an incident of a good worker whose attitude suddenly changed. A medical examination showed him to be suffering from the earliest stages of an unsuspected case of tuberculosis. Prompt attention restored him to health and usefulness. Brief reference is also given to the success which the company has met in finding new work for numbers of its employees dismissed during the present depression.

Good Industrial Relations in the Office. By William W. McClench. Administration, March, 1922. pp. 273-278.

This article describes what the Massachusetts Mutual Life Insurance Co. has done to improve personnel re-

lations in its office. The principles set forth are as follows:

Office work, to be done with permanent efficiency, should be based upon the following deep-rooted policies and methods:

1. The cultivation of industrial relations between officers and clerks.

2. Thorough analysis of the office into definite departments, analysis of the routine of each department into jobs, and of each job into minute processes which are easy to perform.

3. The substitution of mechanical office methods for clerks in as much of the routine work as possible.

4. The spread of interacquaintance of departments with each other's purposes and methods, so as to restore the tunity which would otherwise be broken up by departmentization.

Doubling Man-Hour Production. By I. H. Russell, 100% Management. February, 1922. pp. 68-74.

As a result of time study, motion study and planning, production per man was doubled in the plant described in the years 1918-1920 One of the main factors was the planning, which made possible a more effective use of machines. Careful attention was given to employee efficiency records, and several of the forms in use are reproduced in the article.

Cubs or Experienced Men? By Roy Dickinson. Printers' Ink. February 23, 1922. pp. 85-95.

Every employer is confronted with the choice of hiring experienced men or taking and training novices.

Instances are cited from the practice of several concerns, among them the Endicott Johnson Co. and Proctor & Gamble. The systems of Swift & Company, Armour & Company and Wilson & Company are taken up in some detail, all of them having policies of employing young men and giving them an elaborate training. Incidents describing the advantages which other firms find in hiring only men of demonstrated ability partially offset the force of the arguments. These facts lead the writer to the conclusion: "But the truth is, it all depends upon the specific job and the industry."

The Personnel Policies of the A. Nash Company. By Willard E. Atkins. Journal of Political Economy. April, 1922. pp. 212-228.

The personnel policies of this company—said to be "the application to business of the Golden Rule"—have recently aroused widespread interest, not to say controversy. This article describes at length the personality of Mr. Nash, the history and policy of the company and the characteristics of the employees, and gives such data as could be secured by the author. The religious element is particularly emphasized. Considerable attention is given to the relations of the company and its workers with organized labor.

It is evident that the success of this company is, by itself, no complete proof of the general applicability of its plans. It is a concern completely dominated by the influence of an unusual personality; an uncommon body of workers has been attracted to it for various reasons—economic, social and religious. It is an interesting experiment and one well worth following.

Is the Works Council a Success? By A. H. Young. 100% Management. March, 1922. pp. 52-56.

This article gives an outline of the industrial council plan in force in the shops of the International Harvester

Co., and the success which has attended it. The International Harvester Company was one of the first dozen to adopt the plan which in one form or another now obtains in about 700 concerns.

The plan has been put to a severe test during recent months of depression, during which it was necessary to make one material reduction in wages closely followed by another, while operations in general were considerably curtailed. The writer states that the works councils have met these ordeals in a spirit that has enhanced the company's estimate of the plan. To quote the writer: "And through all these years our industrial council plan has been the means of promptly and justly settling the innumerable big and little questions that arise in the daily work of as many as 40,000 employees at a time, including questions of personal discipline, of wages, hours and working conditions."

Budgeting Expenditures for Personal Work. By Earl B. Morgan. Factory, February, 1922. pp. 176-177.

An analysis of some of the items affecting personnel costs, with a chart to clarify the analysis. This shows the main divisions of Acquisition, Maintenance, and Recording, each of which is further subdivided.

The author's conclusion is that "the matter of controlling expenses toward the end of efficiency in management seems to be best handled by preparing a budget in terms of cost per employee and then using this for a bogey."

Can Salesmanship be Taught? By William Maxwell. Administration, April, 1922. pp. 401-407.

This article is a brief in favor of the much neglected training of salesmen and gives the experiences of the author, who for years has been vice-president of Thomas A. Edison, Inc. He outlines different methods, including university instruction, sales plays, personal coaching, etc.

What Happens to Industrial Democracy in Hard Times. By Lester H. Butler. Printers' Ink, February 23, 1922. pp. 130-137.

The conditions of 1921 have obliged many concerns which had undertaken plans of "welfare" work, such as industrial democracy, employee stock-ownership, etc., to reconsider these plans. This article describes the experience of the employees of a company which had gone into such schemes on an elaborate scale, only to find them impossible when hard times came. This reversal of policy, of course, produced a corresponding reaction among the employees, who felt that they had not only been subjected to the hardships of unemployment and reduced wages, but that they had been swindled out of their savings as well. The somewhat pessimistic tone of the article is relieved by the conclusion: "Perhaps, however, there will be experts who will make out enough from the experience given them by present conditions to be able to construct their plans and schemes on industrial relations without the possibility of such disturbing flarebacks when business again goes on the recession."

The Human Side of Business. By Archer Wall Douglas. Administration. April, 1922. pp. 431-2.

The author is chairman of the Committee on Statistics and Standards of the Chamber of Commerce of the United States. The article is a brief essay on the swing of American industry from the days of the "one

man business" to the period of efficiency experts, formulae and mechanical methods, and then the trend toward a realization that the human touch and personal element are as important in this day of standardization and big business as they ever have been.

The Incidence of Compulsory Insurance of Workmen. By Harry Gunnison Brown, Journal of Political Economy. February, 1922. pp. 67-77.

The common belief is that the ultimate burden of the premiums for insurance under Workmen's Compensations laws rests on the consumer. The writer of this article contends that the burden falls on wage-earners as such, even when insurance is required only in selected hazardous industries.

The author discusses the problem in three cases:

"1. Where the insurance has to be paid for, at some percentage of wages, by all employers of labor.

"2. Where such insurance is required only in special lines, as, for example, the more dangerous industries, and where the certainty of compensation in case of accident makes workers willing to work for correspondingly less current wages.

"3. Where such insurance is required only in special lines and where the workmen either so underestimate or so overlook the likelihood of accident or think so little about the advantage of compensation that they are not willing to work in the insured industries for less wages than if the insurance and the consequent compensation were not provided for."

Taking up each of these cases the author presents very strong arguments showing that in each instance the burden rests on wage-earners—either the wage-earner of the particular industry or the wage-earning class in general.

Helping Boys to Find Themselves. By Hal T. Boulden. 100% Management, March, 1922. pp. 44-45.

A personal account of a "Find Yourself Campaign," based on the idea that there were many boys in the city (Rochester, N. Y.) who needed sympathetic counsel. The author gives an account of his own experience and impressions.

Keeping Our "Working Force" Larger Than Our Payroll. By J. K. Wise. Factory, February, 1922. pp. 168-172.

This article describes the means employed by the American Multigraph Company of Cleveland, Ohio, in finding jobs for its men who had of necessity been paid off. The company's shop representation plan, known as the American Multigraph Congress, was an active factor in making the plan successful.

The methods employed were simple. They got into close touch with their former employees, then out of work. The industries of Cleveland were thoroughly canvassed to see where opportunities might exist. Advertisements in the papers were followed up. Where men could not find employment at those kinds of work in which they were experienced, they were encouraged to try other kinds. Many factory hands have developed surprising ability as salesmen on a commission basis for all sorts of articles from life insurance to knives.

The company also used its influence with landlords to reduce exorbitant rents. The policy of the plan can be summed up in the following quotation: "Primarily we believe that at this time we should find jobs for

the men instead of finding men for the jobs as in normal times. Basing this thought along with the idea that every man should serve his fellow worker, we have gone at this movement with the idea of doing for the unemployed exactly what we would do for ourselves were we in the same position."

Promotion of Better Industrial Relations by a Chamber of Commerce. By Alexander C. Brown. Administration. February, 1922. pp. 169-173.

Industrial discontent is a weed whose seeds scatter from a neighbor's garden to your own. Recognition is now being given all too tardily to the danger lurking in an unsound labor policy in one's neighbor's plant. The responsibility for warning the public of its perils rests on the Chamber of Commerce and the first step in adopting this responsibility is to adopt a definite labor policy composed strictly of principles, not methods. This the Cleveland Chamber of Commerce has done as set forth in the article.

Training Foremen to Think About Their Jobs. By Harry H. Tukey. Factory, March, 1922. pp. 290-1.

This article describes the methods employed in increasing the efficiency of foremen at the Submarine Boat Corporation, Newark Bay Shipyard. A school for foremen was conducted to teach supervision and management, it being assumed that the foremen were thoroughly familiar with the technical features of their duties. Follow-up work was provided for, to make sure that foremen did not slip back into their old habits. The objects of the course were kept constantly in mind—the development of the man himself and improved production at reduced costs.

"'The funny part of this thing is that you fellows who are school teachers have really shown us something about the job we've been running for years.' This statement came from several of the older foremen."

The Minimum Wage in Canada. By Kathleen Derry and Paul H. Douglas. Journal of Political Economy. April, 1922. pp. 155-188, and tables.

The principal of the minimum wage has had almost universal acceptance in Canada. Of the nine provinces of the Dominion, five have active systems, two have provided for such systems but have not yet put them in operation. New Brunswick and Prince Edward Island have no such legislation. This article takes up the Provinces one by one and analyzes the provisions of their laws.

The author gives four main reasons for the rapid adoption of this plan:

(a) Example of British commonwealths and some American States.

(b) Support by organized labor.

(c) The absence of such organic restrictions as exist in the United States and many State constitutions.

(d) The weakness of manufacturing interests in Canada, especially as contrasted with the United States.

The authors summarize their conclusions, of which only two can be mentioned here:

(a) That the guiding factor is generally the cost of living, rather than conditions of industry.

(b) That an analysis of results does not show that the introduction of a minimum wage has resulted in the minimum wage becoming the maximum.

A very complete table of awards enhances the value of this article.

Association News

Editorial Committee

The Editorial Committee of the National Association of Corporation Training has become the Editorial Committee of the National Personnel Association. It includes Dr. Lee Galloway of New York University, Chairman; Louis L. Park, American Locomotive Co.; Harry A. Hopf, H. W. Casler, of the New York Telephone Co.; A. S. Donaldson, of R. H. Macy & Co., and W. J. Donald. Several other members will be added to the committee.

Prospectus

A prospectus of the National Personnel Association has been prepared and issued. It includes a brief statement regarding the purposes and methods of the association and is supplemented by a circular which details the advantages of membership and services available to members.

Members are urged to secure copies for distribution to prospective members and to send to headquarters the names of persons to whom they should be sent.

New York Local Merger

The New York Chapter of the National Association of Corporation Training and the Executives' Club of New York have taken steps to merge. A joint committee which met on March 28 in the office of W. J. Graham, vice-president of the Equitable Assurance Society, to consider the question, voted in favor of the amalgamation of the two local groups immediately after the national consolidation and went on record as favoring the consolidations of the two national associations.

The committee then issued a letter for an expression of opinion of the members of the two local chapters on the local merger. All replies received were favorable, though one thought the step premature. Meanwhile joint meetings are being held.

Health Education Committee

Dr. E. S. McSweeney, Medical Director of the New York Telephone Co., is Chairman of the Committee on Health Education. The other members of the committee are: Dr. D. M. Shewbrooks, the Lincoln National Life Insurance Co., Fort Wayne, Indiana; Dr. Louis A. McAlpine, Medical Director, Portsmouth Cotton Oil Refining Corporation, Portsmouth, Va.; Dr. J. D. McGowan, Chief Surgeon, Commonwealth Edison Co., Chicago; Dr. H. B. Minton, Medical Director, The Chase National Bank, New York City; Dr. C. H. Watson, Medical Director, American Telephone and Telegraph Co., New York, and the Medical Director of the Standard Oil Co. of California.

Advisory Council

The appointment of an Advisory Council consisting of officers of companies who are known to be keenly interested in Personnel Administration has been authorized by the Organizing Committee.

1922 Convention

It is probable and practically certain that the 1922 convention will be held in Pittsburgh at the Carnegie Institute of Technology during the week of September 11.

Association Membership

The Organizing Committee has decided that until full consideration can

be given to the subject of the proper relations of local and other associations to the National Personnel Association, individual membership will be accepted from such associations and that a person may be designated to represent such a member. This means that for the time being, at least, local associations, trade associations, and other similar bodies will not be elected to company memberships.

Local Associations

A Committee on Relations of Local Associations with the National Personnel Association has been appointed to report on a plan of relations that may be satisfactory to both the local and national associations. The committee consists of J. W. Dietz, Chairman, Earl Morgan and Geo. F. Quimby. The committee is planning to consult the representatives of local associations by means of a letter and questionnaire. It will report first to the Provisional Board of Directors and later to the first annual meeting.

Membership Terms

It has been decided that individual members shall be asked to pay $15 for the current fiscal year, which will be the calendar year. Company members will be charged for their dues from the first of the month following election.

Membership Promotion Committee

A committee to pass on the details of plans for membership promotion consists of the following: C. S. Ching, U. S. Rubber Co.; Francis Farwell, Worthington Pump & Machinery Corp.; Oscar Miller, Standard Oil Company of New Jersey; George F. Quimby, Associated Industries of Massachusetts, and W. H. Winans, Union Carbide and Carbon Co.

Management Terminology Committee

W. H. Winans, of the Union Carbide and Carbon Co., and J. W. Dietz, of the Western Electric Co., will represent the National Personnel Association on the Joint Committee on Management Terminology organized by the American Society of Mechanical Engineers. Mr. Winans had formerly represented the I. R. A. A. on this committee and Mr. Dietz was chairman of the Committee on Training Terminology of the N. A. C. T. C. S. Ching, of the U. S. Rubber Co., and Mark M. Jones are alternates.

National Bureau of Economic Research

J. M. Larkin, of the Bethlehem Steel Co., has been appointed as a director of the National Bureau of Economic Research, to represent the National Personnel Association. He formerly represented the Industrial Relations Association of America.

Industrial and Public School Relations Committee

The scope and duties of the Committee on Industrial and Public School Relations have been stated as follows:

1. To organize points of contact between the industries and the public schools in a number of industrial communities.
2. To assist these organizations most effectively in performing their functions, by means of supplying them with information as to the methods of organization and results which have been obtained in other communities.
3. To secure and collaborate information from these various industrial centers as the basis for a brief report to be submitted at the annual convention

COMPANY MEMBERSHIP APPLICATION

Below

Date Accepted .....

(Please do not write in this space)

NATIONAL PERSONNEL ASSOCIATION

COMPANY MEMBERSHIP APPLICATION

The undersigned hereby applies for company membership in the National Personnel Association, and, in consideration of this application being accepted and the undersigned thereby becoming a member of the Association, hereby agrees to pay the fee and dues in the amount and at the time stated, beginning.....; the annual subscription of $5.00 to the official publication of the Association being included in the aforesaid dues.

MEMBERSHIP IN NAME OF .....

BUSINESS ADDRESS .....TEL. NO. .....

SIGNED BY .....DATE.....

ANNUAL DUES $100.00

THIS AGREEMENT may be cancelled by written resignation, in accordance with the provisions of the By-Laws.

PROPOSED BY .....SECONDED BY .....

1000-4-22

INDIVIDUAL MEMBERSHIP APPLICATION

Below

Date Accepted .....

(Please do not write in this space)

NATIONAL PERSONNEL ASSOCIATION

INDIVIDUAL MEMBERSHIP APPLICATION

The undersigned hereby applies for.....individual membership(s) in the National Personnel Association, and, in consideration of this application being accepted and the undersigned thereby becoming a member of the Association, hereby agrees to pay the fee and dues in the amount and at the time stated, beginning.....; the annual subscription of $5.00 to the official publication of the Association being included in the aforesaid dues.

MEMBERSHIP IN NAME OF .....

BUSINESS ADDRESS .....TEL. NO. .....

SIGNED BY .....DATE.....

ANNUAL DUES $15.00.

THIS AGREEMENT may be cancelled by written resignation, in accordance with the provisions of the By-Laws.

PROPOSED BY .....SECONDED BY .....

1000-4-22

NOMINATIONS FOR MEMBERSHIP

National Personnel Association

To the Organizing Committee,
National Personnel Association,
20 Vesey Steet, New York.

Gentlemen:

I wish to propose for membership in the National Personnel Association the following companies:

1. Name of Company.....
   Name of Officer to whom to write.....
   Title.....Address.....
   Name of Chief Personnel Officer.....
   Title.....Address.....

2. Name of Company.....
   Name of Officer to whom to write.....
   Title.....Address.....
   Name of Chief Personnel Officer.....
   Title.....Address.....

3. Name of Company.....
   Name of Officer to whom to write.....
   Title.....Address.....
   Name of Chief Personnel Officer.....
   Title.....Address.....

4. Name of Company.....
   Name of Officer to whom to write.....
   Title.....Address.....
   Name of Chief Personnel Officer.....
   Title.....Address.....

You may mention my name as proposing membership in the cases of those marked (X) opposite the name of the company.

Sincerely yours,

Name..... Company.....
Title..... Address.....

Fifty Cents Per Copy

PERSONNEL ADMINISTRATION

Five Dollars Per Year

Succeeding Corporation Training and Personnel

Volume X JUNE, 1922 Number 2

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Foreman Training for Printers

Reviews and Abstracts

Association News

By-Laws of the Association

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NATIONAL PERSONNEL ASSOCIATION

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THE PROVISIONAL BOARD OF DIRECTORS:

At the meeting held on April 7th, 1922, at the Bankers' Club of America, a Provisional Board of Directors was elected conditional upon their agreement to serve. The list of those who have consented to serve will be published in the next issue.

PERSONNEL ADMINISTRATION

June, 1922

Experiences in Foremen Training

By John Calder

Manager of Industrial Relations, Swift & Company, Chicago

THE following is a summary of considerable experience with the educational side of industrial relations, which has been handled in the past almost wholly in its technical aspects, in relation to foremen training, in various private and government efforts. An attempt is made here to set forth in their broader aspects experiences in training with about five thousand executives in one concern. These confirm a broader experience by the writer with about twenty-five thousand foremen and plant executives in some four hundred other concerns.

The views entertained by people, corporations, or communities about industrial relations and the social usefulness of current practice therein are largely influenced by the correctness of their feelings and thoughts, conscious and sub-conscious, about *work*—its necessity, its desirability, its suitability, and its self-respecting character. In America, 41,000,000 out of our 105,000,000 of population are gainfully employed. Hence, there is practically no idle class in America; for allowing for the old, the young children, adolescents, dependents, and the great unpaid army of housekeepers, the number reported in paid occupations by the last census is about all that are available for gainful employment. It is estimated that only about six percent of the population choose to live on their savings. Therefore, practically, we *all* work, and the psychology of the situation is developed in answers to the question, "What do we *think* about work?"

What All People Want

Why do we work? For various reasons—because we must, because we love to be active, because we desire things which only work will procure, and best of all, because a lot of us love our work. Wages and profits are really not the *sole* satisfaction derived from

work. They are rarely even the ultimate satisfaction. They are usually only means to certain ends.

Neither the laborer nor his boss "checks" his human nature at the plant door. He does not "park" his inmost desires and become merely a pay-envelope or profit hunter. Each man is motivated in his work by the same five impulses as motivate his leisure, and the capitalist, the supervisor, and the employee do not differ materially in their motives.

1. Each wants physical and mental activity on something at which he can *succeed*. He *must* get somewhere. So that the labor problem and social problem is essentially that of inducing all men to be active in their work and in their leisure in ways advantageous to society as a whole as well as to themselves.
2. Each wants the satisfaction of attaining mastery over some thing or task or some person. It may be a machine or a handicraft or directional power over individuals.
3. Each wants the satisfaction of being mastered in turn by brainy, likable people whom it is a pleasure to obey and by whom it is a delight to be led.
4. Each wants the satisfaction of congenial company and surroundings, and the happiness that arises therefrom.
5. Each wants as an ultimate social objective at work and in leisure the satisfaction of being somebody who *counts*—someone who merits and obtains the approval of other persons or of his community, however humble.

In America these are the tremendous motives—the great aspirations shot through with hope. They permeate our 105,000,000 people more thoroughly, more generally and with more expectancy than in any other civilization.

What the Industrial Worker Wants

While we know specifically what some people—including some reactionary employers—do not wish the workman to have and what other people insist that he should desire, let us closely scrutinize what the workman really wants.

What is it?—Just five things—the practical outcome in the plant of his natural desires which we have analyzed above. They are:

1. A steady job
2. Adequate real wages
3. A good foreman

4. A voice, individually and collectively, in settling his own conditions
5. A chance to rise.

What is behind these wants? The worker, like his employer and the nation, *reserves the right to make his own mistakes,* and the practical denial of this right in many cases has caused him to become vocal about it. The worker wants to know a lot of things. He wants to know how things happen, why things happen, and how he can reconcile these happenings with his keenly-felt limitations. He wants to have a fighting chance to break through somewhere, some day, if he can, and that little bit of blue sky must be in the industrial scene.

What can we do about it? Educate! Educate whom? The employer, the superintendent, and the foremen, the employees, the public, and if possible the unions, in the art of co-operating harmoniously in "getting" a living.

Educate how? Suitable literature; talks; personal contacts; open forums of supervisors and employees where a chance to talk back is afforded and where there is an opportunity to air both ignorance and knowledge, truth and untruth.

Workers are quick to sense the absence or existence of brainy, helpful provisions in equipment, system, and management for making the day's work expeditious, fruitful, and less fatiguing. Scientific management which rightly contends for *the better way* of doing everything in industry, ignored at first the psychology of the worker—the tremendous potency of a "state of mind." Scientific managers know better now, and while abating none of their competence and zeal in the application of the scientific method to the material processes and to the system of industry, they have learned that a mistake was made in their comparative neglect of the emotions and prejudices of the wage earners who must in the end "deliver the goods." These folks and their feelings are also important *facts* in the premises, and they do not yield to formulae or to any plans, however clever, which regard them as means rather than ends.

The Key Position of the Foreman

Assuming the assistance of good planning for production; of job-analysis, time-study, and all research essential to discovering the best about what can be done, where it can be done, how it can be done, and by whom, we may ask what more in the premises capital can do about organizing production amongst its own factors.

The answer is, that the moral, mental, and technical abilities of the non-commissioned officers of industry—the foremen, the men in front, the men next to the men who "deliver the goods," should receive especial attention.

Of a little over 9,000,000 gainfully employed in manufacturing plants and nearly 4,000,000 gainfully employed in construction and the hand trades, somewhat less than ten percent are owners and executives occupying various positions of trust and authority over the workers—managers, superintendents, general foremen, foremen, assistant foremen, inspectors, and clerical supervisors.

That is to say, 290,105 manufacturing establishments are run by between 800,000 and 900,000 major and minor executives and supervisors from about 25 to 65 years of age, but chiefly consisting of foremen of relatively small groups of wage earners who have it in their power—other things being equal—to make these groups happy and responsive or unhappy and grudging, according to their ability and desire to handle the human factor wisely and well.

Usually with fair technical competence, though often none too much, foremen—so far as being selected for executive ability is concerned—frequently "just happen," and when the date of the accession of the weaker ones to such a position is somewhat ancient and nothing has been done meantime to qualify them psychologically and in a humanitarian way for the job, the employer has wished upon himself, usually permanently, that incubus of the modern plant, namely, the "hard-boiled" executive, who is not always a foreman. The higher up he is the more harm he can do and the harder he is to reform.

Some foremen, of course, are only sojourners in that position. They are young men getting experience, and on their way up. They possess higher qualifications and more natural ability than the lower job demands. The great bulk of foremen, however, *are there to stay,* and, however obtained, capital and management must see that they are made as competent as possible in handling men, as well as in making things.

Analysis of Methods

If this is so, the natural question is, "What can be done about it?" and the answer is, "Much in several ways which will tend to improve the relations of capital and labor." There are three principal ways of developing the foremen otherwise than as a technician. In the latter capacity the foreman usually has already arrived.

1. Foremen training with stress upon handling the human factors;
2. Foremen as interpreters of capital's industrial relations policy;
3. Foremen as management representatives in councils.

Training Foremen

1. The stock objection from unenterprising management is, "the foreman won't study," and it must be realized at the outset that the average foreman will not exert himself to *find* subjects for study, nor will he study anything and everything that a beneficent management puts before him. The foregoing statement is subject to exceptions, of course. There are some rare fellows who haunt night schools, enroll in correspondence courses, read the new books on management, or seek industrial education in other directions. But these do not represent the average foreman, who is generally pretty well satisfied with his qualifications, does not hanker for any more education, and considers that he has done all that the company has any right to expect of him when he has spent his eight or nine hours a day on the job.

It is necessary, therefore, to recognize two important conditions to foremen's enthusiastic interest in a study program. The men will respond:

(a) If the right kind of study is provided, and
(b) If it is presented to them in the right way.

In other words, foremen will not *seek* training. In the average normal case, they will give little thought to any educational opportunity, no matter how practical and interesting it may be, if left to their own initiative, it simply doesn't interest them. The management must do the seeking for them, and must then exercise its natural faculty of leadership to bring the foremen to accept the training program.

Also, foremen will not study a thing simply because it is labeled foremanship training, executive training, shop technique, industrial economics, or something else supposed to tie up to their work. Sometimes they can be brought to begin a course simply through the urging of the management; but that does not guarantee that they will keep it up, follow it through and really study it.

The foreman cannot be tackled from the angle of the industrial engineer or the pedantic educator. If that is the program, the stock objection is right; "the foreman won't study." Nevertheless, we

must to a large extent improve the relations of capital and labor *through the foremen we now have.*

2. The prime object of any plan of foremen development is to give such pivot men the "organization" view point, a broader conception of their work, a stimulus to improved effort, and to lead them to do some actual studying of the management principles that must be understood and practised. The question is, how best to accomplish this object?

Leaving out of account the purely superficial efforts of some companies that delude themselves with the notion they are *training* their foremen by holding occasional formen's meetings or plant gatherings, there are three main plans from which the average concern may make a choice.

The first may be roughly called the straight "Lecture Plan" and consists of a series of lectures by university professors, industrial engineers, inspirational speakers or plant executives. Usually the talks are mimeographed and distributed among the members of the class afterwards. As nearly as can be calculated, about 2,900 foremen in American industries have received instruction under this method, which in its successive contacts through inco-ordinated lecturers does not cut very deeply into the foreman's mind and therefore does not accomplish much.

The second plan is to have a well qualified executive or trained leader conduct a series of Conference Discussions at which various phases of plant management are thrashed out by the "case method." Perhaps as many as 3,100 foremen have been coached in this way, in small groups. The system has been fairly successful in a few plants, depending upon the ability of the man in charge to draw out the men's thoughts and make the sessions *continually interesting.* The conference method is a good follow-up to a prior well conducted study course which has aroused general interest but, when undertaken without a sufficient apperceptive mass, or ideas in the minds of the discussers, it is not resultful.

The third method in general use is the "Standard Group Study Course," which is frankly preliminary, engages the entire supervisory force in a fairly intensive study of production fundamentals and prepares the men to get the maximum good out of future continuation conferences. It is designed to unify the ideas of the organization on sound principles of foremanship of employee contacts; to arouse the men's enthusiasm for the study of production problems, and to plant in their minds certain broad knowledge on which to base more specialized study. It is a method that has had

far wider adoption than the other plans; probably more than ten times as many foreman have been trained under it as under either of the others. The chief aim of the standard method is to "put over" a study program *with men who would not normally seek self-improvement.* If well organized and conducted by people who know their business, the plan rarely fails to accomplish its aim and to lay a solid foundation for continuation work on their own initiative. In not a few cases wage earners apply for permission to attend such classes, which are usually held immediately at the close of the day's work in order that they may not encroach appreciably on the leisure of the members. In the case of the many small plants it has been found possible to form resident groups of foremen drawn from a number of such establishments.

Altogether the educational work briefly outlined here for providing a good "foreman" for the wage earners has resulted in increasing the ésprit de corps of the foreman and the morale of the whole body of the wage earners affected by it. The movement, however, is just begun, and while big business has played a leading part in it, there is still a large field to be covered both there and in the very numerous minor establishments.

Outline of Training Program

Forty-six hundred executives, foremen, and department heads of Swift and Company between 27 and 65 years of age went through the course. Beginning with a wholly voluntary enrollment at the company's expense of 3,200 people, the popularity of the studies grew and 1,400 more joined the classes and engaged to perform the required work. In twenty-four large plants in fourteen states the first course ran for four months, and in four of the more remote plants it ran for six months. The simultaneous running of the course at each plant greatly increased the interest and stimulated rivalry in regard to results.

The introductory course was on modern production methods, the principles and practice of handling men, equipment, materials, and systems in industry in general. The object was to relate several thousand executives, who had been for years confining their attention to a single industry, to the best practice of the outside industrial world before engaging them in subsequent courses bearing on the technique and principles of their own specialty.

The Business Training Corporation furnished the tests and most of the lec ure service to the Eastern plants and all of the problem service and corresponding work of the course everywhere.

Method of Conducting Classes

All classes were held in the employer's time but immediately at the close of the working day. Once in two weeks all the members sat down to a supper provided by the company, a lecture on one of the text units which the class had been studying followed and was succeeded by an open forum where question and answer were freely engaged in. The whole proceedings were over before 7 o'clock in the evening, and were, therefore, no tax upon the leisure of the class members.

The groups at each plant functioned in three ways:

1. As a class of the whole body, ranging from 30 to 400 members in any one plant, meeting every two weeks for a lecture on the text which they had been studying and for the open forum. This was a lively interesting session at all times, and its effect upon the morale and efficiency of the foremen when at work was early noticeable.

2. The class also met weekly in groups not exceeding ten persons, one of whom was a skillful leader, and with him they went over the previous lectures, texts, and prescribed problems.

3. As individuals, the members studied at home solving definite projects of a practical nature connected with the texts on which they communicated directly with the independent body of examiners on the staff of the Business Training Corporation.

Results of Training Program

Eighty-five percent of all the forty-six hundred enrolled executives and foremen completed the course, and the average mark for problem work was 72%. In nine plants 100% of the members graduated. The various plant groups voluntarily resolved themselves at the conclusion of the course into twenty-eight Continuation Study Clubs, and have been occupied for nearly two years with a course on Swift & Company, its history, organization, trade economics, and a complete study of all departments of the company—buying, purchasing, administration, processing, selling, and distribution. This course will occupy about three years.

Another result of the educational program has been the possibility of giving the sixty thousand employees of Swift & Company better foremen, and already all employee issues are settled in nineteen of the largest plants through Assemblies of elected employee representatives and appointed management representatives. This would not have been possible without first insuring that all Swift executives were competent and sympathetic exponents of the company's liberal labor policies.

Placement of Operators Through Tests

By Arthur L. Mann

Supervisor of Training, Kodak Park Works,
Eastman Kodak Co., Rochester, N. Y.

SINCE January, 1918, the Kodak Park Works of the Eastman Kodak Company has tested over three thousand young women for placement.

In practically all cases, the selection has been followed by applied and detailed instruction in the technique of the job in the training school, this instruction being in the "one best way" as determined from motion study.

The operations upon which the new women have been placed have been almost entirely upon piece work, and without doubt, this combination is responsible for the showing made, and it is not dependent solely upon any one element. We might add that our rates have been set after careful motion studies which were the basis of the instruction sheets and are based upon careful time study.

While the tests and subsequent placement apply generally to all of our work, obviously, the careful training and follow-up cannot be justified except where large numbers of operators are engaged on the same operation, and where these operations are permanent and stable. For this reason, the greater part of our work and experience has been with operators engaged in our Film Finishing Department.

So far we have developed the tests only as applying to factory workers, but we are now working with clerical workers. It is entirely too early, however, to form any definite conclusions upon this experience.

In a department where the average daily production is 900 finished articles per day, per operator, it is not an uncommon thing to find some operators producing at the rate of 1,300 per day, while others are producing only at the rate of 600 per day. Occasionally, we find a new operator who fails to reach even the 600 rate and either becomes discouraged and quits or has to be transferred to another operation or discharged, thus losing all the time and money expended in training. Is it possible to measure those qualities which differentiate the top notcher from the near failure? This is a problem which has been solved with some degree of success.

Job Analysis

The first step in the solution of this problem is a job analysis. In making the job analysis we must use care not to chart the char-

acteristics of the individual as against the requirements of the job. The individual may possess many desirable qualities which are not essential to a successful performance on the job. Here are some of the requirements which we may find:

Manipulative skill and speed in the fingers
Speed in forearm movements
Frequent movements at full arm length
Accurate and rapid discernment
Quick response
Alertness in comprehension
Memory for details
Steady and prolonged application

Method of Measurement

The next problem is how to measure those qualities in the operator which are required on the job. Very early in the game we discovered that a written test proves too much of a handicap to many good workers. The time actually taken for writing enables a young girl just out of school to make a much better showing than the superior girl who has been working in the factory for some time. For this reason, we find that the best results are obtained by using mechanical rather than written tests. A special test board (the idea of which is taken from Kemble's placement tests) is used with holes for placing small metal pins. At the left side of the board are two sections, A and B, each consisting of a rectangle made by drilling one hundred and twenty holes (twelve rows of ten holes each). Running from top to bottom of the board at the right of these sections are two rows of twenty-five holes each. These rows are called sections C and D. At the right side of the board is Section E, consisting of one hundred and seventy holes (seventeen rows of ten holes each), the holes being numbered consecutively from one to one hundred and seventy.

Calibration of Tests

At first we devised about thirty separate tests designed to measure those qualities in the operator which were necessary on the job. We then selected ten of the highest grade operators, ten average operators, and ten poor operators, whose records were available. Each of these operators was given the whole series of tests. When the results were tabulated we found that there were just ten of these tests which accurately rated the operators. The other twenty tests were accordingly dropped. Several other groups

of operators of known standing were given these ten tests with very satisfactory results. In no case did a poor operator make a high rating, nor did a high grade operator receive an unsatisfactory rating.

To simplify the use of test ratings, the ten individual tests were combined into three groups. Test numbers one, two, and three which measure finger speed were used to obtain the Dexterity rating. Tests four and five which measure ambidexterity and mental control of hand or finger movements were used to obtain the Proficiency rating. Tests six, seven, eight, nine, and ten measure the Mental Alertness of the operator. Test number six measures hand and eye co-ordination, test number seven measures hand and ear co-ordination, test number eight is primarily a memory test, test number nine measures alertness of comprehension and ability to follow directions and test number ten is indicative of accuracy.

Establishing Minimum Standards

From the experimental tests conducted with experienced operators, standards were established. A maximum score, based upon the range of jobs with which our experiments were conducted, credits the operator as follows:

Dexterity	25
Proficiency	25
Mental Alertness	50

It is possible, however, for the operator to obtain not only a rating of 0, but even a negative rating sometimes as low as —100. In fact, when some of the failures were tested they actually secured negative ratings.

After testing several hundred operators, it was possible to establish minimum standards for the various operations.

For example, it was found that on operation "A," no operator securing a lower rating than

Dexterity	15
Proficiency	15
Mental Alertness	15

had been able to make good. This rating was therefore adopted, as a minimum standard for that operation.

It was found that on operation "B" no operator securing a lower rating than

Dexterity	15
Proficiency	0
Mental Alertness	10

had been able to make good. This rating was therefore adopted as a minimum standard for that operation.

On operation "C" we adopted the following as a minimum standard:

Dexterity	0
Proficiency	10
Mental Alertness	30

Operation "D" required a minimum standard as follows:

Dexterity	20
Proficiency	10
Mental Alertness	0

Operation "E" required a minimum standard as follows:

Dexterity	10
Proficiency	0
Mental Alertness	0

Operation "F" required a rating of 0 on each.

Job Classification

It was soon found that all operations could be classified and we then had six classes of jobs, each class having its minimum standard rating.

For example, it was soon evident that many jobs had the same requirements and operation "A" instead of representing a single operation indicated a group of ten or fifteen jobs scattered throughout the plant. The same thing applied to operations B, C, D, E, and F.

The Place of Tests in Employment

Testing to be of practical value must be recognized as one of the cogs in the wheel and not as the whole machine. In no way does it take the place of the employment interview or "size up," but simply gives additional information to the employment manager. There are many elements which have an important bearing on the success of the operator and which are not measured by the tests.

Testing is one of the three functions of employment: (a) the interview which determines the fitness of the applicant for employment, (b) the physical examination, (c) the placement test which indicates the kind of work for which applicant is best qualified.

The amount of time required to give the test and the rapidity with which operators can pass through this part of the "hiring"

program must also be considered. Much valuable data would be assured by testing applicants one at a time and giving an hour for each test. We find the additional information obtained by such a method to be hardly worth the difference in time and cost as compared with what we are doing. We test applicants in groups of four and use only twenty-five minutes for each group.

Giving the Test

To obtain satisfactory results no test should be given until the purpose and benefits of the test to the operator and to the company have been fully explained. The introductory talk should put the operator entirely at ease and eliminate any trace of nervousness.

The method of giving the test and the directions should be thoroughly standardized even the tone of voice and attitude of the person giving the test should be so studied that one applicant has no advantage over another.

Test Rating vs. Experience

We have found that the experience of an operator on previous jobs is often an unreliable criterion for use in placement. A girl who has worked as a platen press feeder for several months may have been a very poor operator on the job, yet may have all the qualifications of a first-class inspector. Without the aid of the test ratings we are apt to lose the services of a good inspector and keep an operator on a job where she will never make good. Contentment is one of the results of proper placement and leads to decreased turnover.

Some Illustrations

About a year ago four young women applied for work. At that time operators were needed only for operation "A." The test ratings showed that these young women were not qualified for operation "A," but were qualified for operation "C." As an experiment it was decided to place these operators on operation "A." At the end of three months one of the four had become a fair operator, but still below the average. The other three were almost complete failures. Conditions now made it possible to transfer these three operators to operation "C." Within three weeks, all had "made good" and at the end of six months were well above the average in that department.

Two young women who had worked on the same operation in another plant for more than two years applied for jobs. The test

ratings indicated one as qualified for operation "C" and the other fell in class "F." As an experiment, both operators were placed on operation "C." The "C" operator made good, but the "F" operator failed. The "F" operator was given a trial on operation "A" where she again failed. She was then tried on operation "E," but still failed to make good. At this point she became discouraged and quit saying she was going back to her former job.

Recently a young woman applied for a job and the test rating placed her below class "F." She represented herself as an experienced machine operator and was rather emphatic in stating her ability to "run any machine." Operation "A" is a machine job, so it was decided to give her a trial. At the end of a few weeks she gave up her job thoroughly convinced that she could not do the work.

Four years ago, just before the adoption of tests, a young woman went to work in one of the large departments. At the end of six months the superintendent of that department sent her to the employment department stating that she had been a failure on at least six different operations. We were just beginning our work with tests and decided to try an experiment with this operator. There was one kind of test on which she always made a perfect score, but on all other tests her rating was 0 or less. We tried a number of similar tests and the results were always the same. Finding a job which corresponded to the test ratings, the operator made good within ten days and for two years was one of the best operators on that job.

The following examples illustrate some interesting experiments with operators whose test ratings showed them to be unqualified for the work on which they were placed.

Mary Z—Secured a test rating of Dexterity 16, Proficiency 15, Mental Alertness —45, and was placed on a simple operation for class "E," where only one day of instruction is usually required. She was given intensive instruction for two and one-half days, followed by a period of intermittent instruction for two weeks, at the end of which time she was considered a complete failure on the job.

Amy X—had been working on a job in class "E," but failed to make good. When given the tests for replacement she secured a rating of Dexterity —2, Proficiency —6, Mental Alertness 5. Placed upon a job in class "F" she again failed and was completely "lost" when trying to work on a job in class "B."

Hattie K—had worked for two years as an inspector in another factory. In the tests she secured a rating of Dexterity —27, Proficiency 0, Mental Alertness 50. She was a hopeless failure on

an inspection job in class "D," failed to make good on an inspection job in class "B," was a very poor operator in class "C," and when offered a job in class "F" was offended because the work was "beneath" her.

In contrast to these cases are those of two operators Alice B—with a rating of Dexterity 25, Proficiency 21, Mental Alertness 40, and Nellie K—with a rating of Dexterity 25, Proficiency 24, Mental Alertness 40. Each of these operators made good on an operation in class "A" in one-half the usual time. When it became necessary to transfer operators from work in class "A" to class "C," these operators made an equally good showing on the new job. Sometimes, however, the operator with a high test rating fails to make good because of indifference or for some other reason.

Test ratings are simply indicative and are useful only when backed up by sound judgment. Sometimes an operator does not come up to expectations on her work. This may not be the fault of the test which shows only what the operator is capable of doing. If her attitude toward the job is not right she may not do her best. We have found many cases where operators became discouraged and doubted their own ability. Because of our confidence in the ability of such people, as a result of the test rating, we have succeeded in instilling confidence and making good operators of some.

If tests have been of value, it is largely due to the fact that we have not depended upon tests alone, but have used them in connection with the incentive of piece rates based upon motion study and set by time study and followed by practical intensive training.

FOREMEN TRAINING FOR PRINTERS

The New York Employing Printers Association has instituted a plan of training for foremen in the member plants. Harry H. Tukey, formerly with the Submarine Boat Corporation and Chairman of the National Personnel Association's committee on Foreman Training, has become Director of Foremen Conferences. The announcement which appears in the April 25 number of "The Imprint" contains the following statement:

"The backbone of any industry is its noncommissioned staff—its foremen. Every nerve of the organization centers in this structure. The progress of an industrial body always reflects the strength and weakness of its foremen. Advancement, then, is in a large measure contingent upon continually strengthening the structure, by improving knowledge and practice in foremanship.

"Modern industry pivots around the foreman. It is he who conducts a well ordered, smooth working shop that is pleasant to work in or a poorly managed, disorderly shop that fails to attract. He is the man upon whom management most de-

pends for satisfaction to the customer. He is the one man in the shop who is 'supposed to know' and therefore the one who must do the teaching in the shop. His influence in profit or loss, upon order or chaos, upon discord or harmony and upon quality and delivery of product is hardly possible of exaggeration.

"Recognizing the distinctiveness of the foreman's job in its relationship to management and men as well as the most important part he plays as a teacher of those under his direction—apprentices and journeymen—and realizing his possible contribution to the upgrading of the Printing Industry, the Board of Directors of the New York Employing Printers' Association have inaugurated a series of conferences for foremen and other supervisors in the shops of the city. This action was taken for the good of the personnel in the industry, individually and collectively with the firm belief that out of such work would come better team work, better efficiency and the industry placed on a higher plane.

"These conferences carry a pronounced educational value because of their self instructiveness although they have nothing of the school atmosphere surrounding them. They become a medium of intercourse between men who fill an important niche in the printing industry. They do not aim to make executives, accountants or efficiency engineers out of foremen although they may be helpful in preparing for these positions. They do function in helping the foreman to really study his job, to give it a close examination, to analyze it and find out definite things about it and to classify and arrange his findings so that he can use them in doing his work more effectively and with less effort. They aim for improved foremanship with the firm conviction that the greatest good can be obtained for everybody in the printing crafts by developing and broadening the 'key men' of the industry. The meetings deal only with foremanship, i. e., there is no discussion of printing trade technique or processes but instead the foreman is regarded as a manager, a supervisor and an instructor and his work discussed from these angles. Consensus of opinion is developed upon common problems of the foremanship craft, such as methods of handling men to the best advantage under given sets of conditions; methods of instructing men properly, giving orders and instructions properly; getting teamwork all around, promoting safety and many other tasks that distinguish the job of the foreman in the shop.

"There are no lectures involved in these conference meetings—they are all that the term 'conference' implies. No one connected with the group constitutes himself a higher authority on foremanship than the jury that is represented with the group itself. Free and open discussion is at all times encouraged and the men give freely of their own problems and experiences. Each member of a conference group contributes his best thought to determining the 'one best way.' The meetings are cooperative in the extreme and productive of the highest individual good."

Reviews and Abstracts

The Psychology of Selling Life Insurance. By Dr. Edward K. Strong. Harper & Bros., 1922, pp. xii + 489

We are tempted to say that this book is more diabolical than psychological. However, granting that it is a good thing to sell a man life insurance, we must probably admit also that it is good to analyze his springs of action, regardless of whether they arise from strength or weakness.

Dr. Strong bases his imaginary insurance campaigns on an analysis of human impulses, emotions, and instincts. This is his justification for the title, "The Psychology of Selling Life Insurance." But, as a matter of actual fact, the science of psychology has little new to offer in this field. The opinions of keen observers of human nature a thousand years ago were just as authentic in this field and sometimes more so, than the statements of competent professional psychologists today. Probably no two psychologists in the country agree on what are the motivating forces of man. Some reduce all to two, others claim as many as fifteen or twenty-five.

Therefore, I should rather evaluate Dr. Strong's book as a common sense contribution to the art or technique of selling life insurance, than as a contribution to the psychology of the subject. From this standpoint, his psychological terminology obscures rather than illuminates the excellent material which he presents. Briefly, Dr. Strong emphasizes the importance of a keen, careful preliminary study of the prospect, and the planning of a systematic campaign which will fit the particular situation. He illustrates this basic principle with numerous examples of imaginary and actual campaigns, worked out in beautiful detail. The book contains a wealth of clever and practical suggestions, such as any salesman might find profitable. And the style and presentation are such as to make it one of the most readable business books which has appeared in a long time. One is almost compelled to feel sorry for the prospect who is called upon by a salesman equipped with the ammunition he will find here.

Hence the exclamation which I, as a prospective victim, was tempted to make at the outset of this review.

HENRY C. LINK.

Pulling Together Through Representation. By John T. Broderick. Management Engineering. January, 1922. pp. 31-36.

This article gives details of a successful plan of employee representation. It describes the choice of representatives, and the methods and subjects of their discussions, including wage adjustments. The plan is said to have increased rather than reduced the efficiency of foremen. "Our comparisons, properly adjusted for this fluctuation of marked values, show conclusively that the cost of production was materially reduced and earnings of employees were materially enhanced within a year after the introduction of the representation plan—as a consequence, broadly speaking, of the frank discussions by the committees."

"The belief in economy became a shop creed, its pursuit an organized crusade." The value of suggestions made by employees is emphasized. Relations with organized labor are stated to be on a basis of friendly cooperation, the plants being partly organized. Trade fluctuations are partially guarded against by manufacturing for stock. The welfare measures introduced are associated with economy of operation rather than with benevolence.

The Human Factor in Industry—IV. By Dr. Clarence H. Northcott. Industrial Management. January, 1922. pp. 36-41.

This article "What Industry Owes the Workers as Members of the Community" takes up the questions of a fair wage, security against unemployment, and a number of other topics, illustrated from his experience as Economic and Statistical Advisor to Messrs. Rowntree and Co., the famous English cocoa and chocolate manufacturers.

The author supports the contention that if an industry cannot pay good wages, it has no right to exist. He advocates unemployment insurance, elaborating a plan for providing such a fund by the joint contributions of workers, employers and government. He maintains that this would, in the long run, prove sound economy as it would encourage the worker to do his utmost, undeterred by the fancied necessity of limiting output.

He devotes one paragraph to the advantages of the 44 hour-5 day week, and expands his belief that the best results are obtained by thoroughly familiarizing employees, not only with their own tasks, but with the entire industry.

Plain Talk for Executives—A Reply to an Employee. By James K. Carr. Factory. January, 1922. pp. 22-24.

This article is a reply to the statements, presenting the workers' view, made in the series of articles "Plain Talks to Executives," which ran in Factory. It answers effectively and almost sharply some of the chronic complaints frequently cited by discontented workmen.

The Organization of Knitting Mills. By Carle M. Bigelow. Management Engineering. January, 1922. pp. 37-42.

This article is one of a series on knitting mills and takes up the problem of labor control. From an analysis of payrolls a program of job analysis, time and motion study and training men discovered to be desirable, as well as a revised system of compensation.

In an underwear mill it was discovered that the cost of training a given kind of employee was about $100, while there was a heavy loss from turnover during the training

period. They were capable of earning very little during the training period, which included a provision for a diminishing bonus. A new learner's bonus schedule was provded, terminating at the seventeenth week instead of twenty-sixth week. As a result the learner advanced much more rapidly.

Details of the requirements of a service department are given. The discussion of methods of wage payment is especially good. In the knitting industry piece work is the rule. The author proposes a base rate plus bonus for efficiency, the facts showing that average individual production is increased by this plan. Details of the operation of such a plan are given.

The numerous charts and diagrams which accompany this article are of great value in illustrating and clarifying its arguments.

Some Remedies for Unemployment. Factory. January, 1922. pp. 48-49.

A symposium of plans for keeping employees at work used successfully by the Bethlehem Steel Company, Michigan Steel Tube Products Company and the United States Light and Heat Corporation.

A summary of the plans used follows:

1. Part time work through reduced time or rotation of jobs.
2. Manufacturing for stock.
3. Making repairs and improvements to plant.
4. Simplification and mass production.
5. Reduction of prices to represent replacement values in terms of efficient production and distribution costs plus a reasonable profit.
6. Wider tolerance in order to permit price reductions.
7. Local community improvements to keep men busy.
8. The use of factory employment departments to obtain for their employees outside work or work in neighboring communities.
9. Distribution of aid by factory benefit societies.
10. Estimating and planning production far in advance to secure uniform production and employment."

Service Work as a Phase of Production. By S. Harold Greene. Management Engineering. January, 1922. pp. 7-10.

A carefully reasoned article on the value of service work as an aid to production. The author is a firm believer in service work, and the numerous textile mills with which he is associated have expended and are expending large sums on such work; it pays. "The mills where our service work was broadest did the most to carry on through the depression."

Personnel work receives due attention. It is a bad mistake to hire a poor worker, whom no amount of training can ever make a good worker. The author gives a word of warning against hiring men that are too good for their jobs—for example, clever men for routine work. In this connection he brings out some interesting facts as to the utility (for some kinds of work) of persons of sub-normal intelligence.

"Service work, in short, is very intimately connected with production and should be judged by its ability to increase production today and to prepare for a further increase in production in the future. The means of making it effective, however, is not to give it authority over production or to ask it to carry out a program which has not been sold. It is rather to sell the program with the

help of the general management and to persuade the production department to join hands with the service department in adopting it."

Industrial Representation and the Fair Deal—Part I. By George H. Shepard. Industrial Management. February, 1922. pp. 81-85.

A careful consideration of works councils as a means of cooperation by managers and employees. The article discusses the respective apprehensions felt by employers and employees. He gives a résumé of the general attitude of those American plants which have tried works councils.

He dwells at some length on the care that must be used in introducing the plan, not only to assure success but to avoid trouble. Such plans are difficult to introduce in plants where most of the workers do not speak English, where serious labor unrest is already developed, where unskilled laborers are predominant, or in shops permeated with union ideas: although the writer does not believe there is irreconcilable antagonism between the works council and the labor union. He suggests introducing the works council idea by easy stages through the origination first of "safety councils" or "welfare councils."

This article is continued in the March, 1922, number.

Industrial Representation and the Fair Deal—Part II. By George H. Shepard. Industrial Management. March, 1922. pp. 185-188.

This article is a very careful consideration of industrial relations, continued from the February number of *Industrial Management.*

The author's text is that "you can not treat labor like a commodity and expect it to act like a partner." There is a sympathetic discussion of the opposition of the worker to the introduction of methods or machinery calculated to throw men out of work, and much attention is given to the advantages and disadvantages of the "efficiency reward" or bonus. He explains at some length the *fellowship system,* or group bonus, which was used in some British shops during the war. The author believes it might be useful in some shops where workers were opposed to systems that might make possible individual efficiency rewards.

Foremen I Have Met. By "Bill" Haley. Management Engineering. February, 1922. p. 90.

A brief essay describing the various types of forement frequently encountered.

An Employer's Talks to Employees. By George L. MacLean. Industrial Management. February, 1922. pp. 117.

A brief bit of good advice to employees.

Better Work and More Work per Man Through Better Sight. By Dr. E. Le Roy Ryer and Dr. Willard B. Fisher. Industrial Management. February, 1922. pp. 111-117.

The authors of this article examined all the employees of the General Optical Company—some 415 persons engaged in all sorts of work. They discovered that the great majority had defective vision, some cases very serious.

From this investigation of one plant certain conclusions were deduced. It seems that it would be desirable if all concerns could have their employees' eyes examined, but the very material cost of such an undertaking is an argument against it. Careful planning

of the examination will reduce the time required and costs.

The advantages to the employer are expected to outweigh the cost. Eyestrain is a cause of fatigue and slackened production, defective vision is a cause of defective products and costly accidents. Unsuspected defects of long standing, suddenly discovered, may give rise to serious suits with circumstantial evidence against the employer.

An inspection of the factory by an occulist may lead to improvements in lighting, with consequent reduction of fatigue and increase of efficiency among employees.

How to Analyze the Working Force. By Eugene J. Benge. Management Engineering. February, 1922. pp. 79-84.

A very valuable article based upon the available statistics of the Atlantic Refining Company. A cut shows the form of record card used and the article describes the method of using it, and the facts which have been learned from its use by this company. The article is accompanied by numerous tables and illustrated by several photographs, which are interpreted and commented on in the text.

The facts presented are, by themselves, of considerable general interest, but probably the greatest value of the article will lie in its suggestions for similar analysis in other companies.

Co-operation for Employees' Thrift. By Peter F. O'Shea. Industrial Management. February, 1922. pp. 73.

A brief article showing the methods employed by the Monroe County Savings Bank, in cooperation with local industries, in conducting a successful campaign.

How to Reward Employees for Suggestions. By Ralph E. Fox. Industrial Management. February, 1922. pp. 118.

"Why should not rewards to employees for suggestions be made on the basis of the earning value of the suggestion, rather than on the basis of a 'sop'?"

The question of how to reward the employee and how much, in money, the reward should be is very well discussed in this article. The value of encouraging suggestions, as such, is mentioned; the worth of mere verbal appreciation is discussed; and the serious argument presented that the reward should in the end be based upon the proven value of the suggestion.

A Management Problem in Seasonal Industries. By D. W. Rockey, General Chemist, Amalgamated Sugar Co. Industrial Management. February, 1922. pp. 77-79.

The seasonal industries of the country, such as canneries, sugar factories, ice cream factories, etc., require large numbers of semi-skilled workmen for jobs requiring, usually, both manual dexterity and trade judgment. These workers may be recruited either among transient laborers or among local residents. To teach these crews is a major problem among seasonal industries, and this problem should be given great consideration.

The author describes how this problem has been met by the best sugar companies of Utah and Idaho. Under the auspices of the Utah State Board of Education, Teacher Training Classes were held at the University of Utah, H. A. Tiemann of the Federal Board of Vocational Training conducting the conferences, the idea being to make each of the permanent employees a qualified instructor.

The course of study considers the factory problem as to these phases—(a) Processes and Operations, (b) Supervision and Organization, (c) Economics.

A sample lesson is included in the article.

The Reliability of Employees. By Oscar E. Perrigo. Management Engineering. February, 1922. pp. 93-95.

An essay on the value of reliability, with suggestions for methods of securing it. The heavy costs of unreliability in employees are mentioned. To encourage reliability such plans are proposed as rewards, such as days off with pay, honor rolls on bulletin boards. The author is a believer in rewards for good work, rather than penalties for lapses.

Foremanship Training. By E. T. Teece. Industrial Management. April, 1922. pp. 216-217.

This article, by the Chief of the Works Training Division of the Walworth Manufacturing Company, takes up the problem from several angles. First, there is the need of such training. Then come questions as to the type of course, the cost, the teacher, prospective benefits. Then there is a discussion of some of the difficulties that are commonly met—the handling of the ignorant foreman and the "old timers." Means of stimulating waning interest are suggested.

Job Analysis as a Factor in Cost Reduction. By Richard S. Uhrbrock. Industrial Managament. February, 1922. pp. 100-102.

A discussion of the qualifications of the analyst and the methods of approach. The difficulties of analyzing the jobs of men who don't want them analyzed—or think they don't—are discussed and useful suggestions given.

Increasing Man Power Through Management. By L. W. Olson. Industrial Management. February, 1922. pp. 88-91.

This article is an address delivered at the Foremen's Club of the Ohio Brass Company. It is a single, straight-forward discourse on handling men. Nine cardinal principles are stated:

"Place each man according to his ability."

"Give careful, correct and precise instructions."

"Manage the individual according to his temperament."

"Delegate and supervise properly."

"Compensate fairly and proportionately."

"Set a good example."

"Maintain discipline."

"Cultivate an unselfish desire to help your men."

"Develop your personal character."

The author then proceeds to elaborate each one of his texts.

Taking University Training to the Factory. By Paul M. Atkins. Industrial Management. April, 1922. pp. 239-242.

The author describes in great detail a course offered in and by the Union Special Machine Company. As an experiment the Company paid one-half of the fees of employees who went to the Y. M. C. A. night school. This proved so desirable that the following year the company conducted its own courses.

The courses covered accounting, cost-accounting and foremanship. The course in cost-accounting forms the body of the article, including a summary of the course and a rather complete discussion of some of its most important features.

Association News

Nominations for directors

The following have been appointed as the first Nominating Committee to nominate directors in accordance with the plan set forth in the By-Laws: Henry C. Link, U. S. Rubber Co., Chairman; Oscar Miller, Standard Oil Co. of New Jersey; Jos. H. Willitts, University of Pennsylvania; F. C. W. Parker, Secretary, Industrial Relations Council of Chicago; G. C. Boulton, Larkin Co.

Members of the Association are invited to forward their suggestions to the Chairman of the Committee. Thirty directors will be elected, half for two years and half for one year. In accordance with the By-Laws, sixty will be placed on the primary ballot which will be issued.

Status of N. A. C. T. Members

The membership of the National Association of Corporation Training has been elected to membership in the National Personnel Association in accordance with the following report which was presented to and adopted by the governing bodies of the National Personnel Association and the National Association of Corporation Training at meetings held on May 20, 1922, at the Old Colony Club, New York:

April 19, 1922.

To the Organizing Committee,
National Personnel Association,
20 Vesey Street, New York City.

Gentlemen:

In view of the establishment of the National Personnel Association, the National Association of Corporation Training wishes to make the following proposals:

1. That to the company members of the N. A. C. T. the N. P. A. provide service for the calender year 1922 similar to what would be provided to new members of the N. P. A. This differs from the service provided by the N. A. C. T. in that it does not provide membership in the local chapter or association, but that it does provide for an information service covering not only training but other phases of personnel administration. It is also understood that such Company members shall have full standing as Company members in the new association, including the right to vote.

2. That to employee members and all public educators who are members of the N. A. C. T. paying $10.00 dues, the N. P. A. provide during the calendar year 1922 such services as the N. A. C. T. promised for the year 1922, except that in lieu of membership in the local Chapter or Association, the N. P. A. provide a selection of three additional committee reports and discussion theerof, making six in all, and that employee members and public educator members have full standing as individual members in the new Association, including the right to vote. It is further proposed that, without urging these members, the N. P. A. may propose to them that, if they so desire, on payment of an additional $5.00, said members may receive all of the publications of the Association which other individual members receive.

3. That to the individual members of the N. A. C. T. paying $25.00 for the year 1922, the N. P. A. provide for the calendar year 1922 a service similar to what would be provided to new members of the N. P. A. This differs from what would have been provided by the N. A. C. T. in that it does not provide membership in the local Chapter or Association, but that it does provide a bibliographical service covering not only training, but also other problems of personnel administration. It is also understood that such members will have full standing as individual members of the N. P. A., including the right to vote. It is also understood that those members who have already paid $25.00 will be given credit of $10.00 on their dues for the calendar year 1923.

4. That company members which have come into membership in the N. A. C. T. since January, 1, 1922, shall not be charged an initiation fee and that the International Correspondence School, LaSalle Extension University and the American Radiator Company shall be given a credit of $100.00 on dues for 1923.

5. That in exchange the N. A. C. T. will transfer to the N. P. A. all assets, including furniture, supplies, information, documents, cash in bank, dues and bills receivable, investigations and reports completed, literature and all publications, files, etc., after paying all liabilities outstanding or upon their assumption by the National Personnel Association.

For the N. A. C. T.
Respectfully, submitted,
W. W. Kincaid,
President
Lee Galloway,
Treasurer
W. J. Donald,
Acting Managing Director

Convention Program Committee

The following committee was appointed with full authority to determine the program for the 1922 convention:

Francis Farwell, Worthington Pump & Machinery Corp., Chairman; H. W. Casler, New York Telephone Co.; C. S. Coler, Westinghouse Electric & Mfg. Co.; W. J. Donald, Managing Director.

Status of the N. A. C. T. Chapters

At the May 20th meeting of the Board of Trustees the following resolution regarding chapters of the National Association of Corporation Training was adopted, namely "That the local chapters be informed that the National Association of Corporation Training is merging its activities with the National Personnel Association and that it authorizes the local chapters to merge their activities with other local bodies or to continue as local groups, locally financed, and that in case of decision to merge with other local groups, they are authorized and instructed to pay over funds in the treasury to the combined local organization on such terms as the governing body of the chapter may determine.

The I. R. A. A.

At the May 20th meeting of the Organizing Committee of the National Personnel Association the following reports pertaining to the status of the Industrial Relations Association of America were adopted:

April 19, 1920.

The Organizing Committee,
National Personnel Association,
20 Vesey Street, New York, N. Y.

Gentlemen:

In view of the proposed establishment of a new national association in the field of personnel administration, I issued to the Board of Directors of the Industrial Relations Association of America the following letter:

"In view of the proposed establishment of a new national association in the field of personnel administration, now certain to be accomplished, it seems appropriate that the Board of Directors of the Industrial Relations Association of America should authorize and instruct the Secretary to turn over to the new association the records, property and assets of the Industrial Relations Association of America and of its predecessor, the National Association of Employment Managers, on condition that the new associate cooperate in the liquidation of the debts of the I. R. A. A. to the satisfaction of a committee consisting of Messrs. J. M. Larkin, M. A. Clark, Earl Morgan and E. A. Shay.

Will you kindly send your authorization to Montague A. Clark, at E. I. duPont deNemours & Company, Arlington, N. J., not later than Thursday, April 6th?"

A majority of the members of the Board of Directors sent their authorization to Mr. Clark; therefore, Mr. Clark, Mr. Morgan, Mr. Shay and I are in a position to turn over to the National Personnel Association the records, property and assets of the

Industrial Relations Association of America, and of its predecessor, the National Association of Employment Managers, on condition that the new association cooperate in the liquidation of the debts of the I. R. A. A. to the satisfaction of this Committee.

Respectfully submitted,

INDUSTRIAL RELATIONS ASSOCIATION OF AMERICA,
(Signed) J. M. Larkin,
President

April 19, 1922.

To The Organizing Committee,
National Personnel Association,
20 Vesey Street, New York City.
Gentlemen:

The informal Organizing Committee of the members of the Industrial Relations Association of America has, by a majority of votes cast, decided in favor of merging their activities with those of the National Association of Corporation Training, to form the National Personnel Association, and I hereby record this decision and transfer to the National Personnel Association such applications for membership in a new association as were secured in December, 1921, which are, I believe, in possession of either Mr. Shay or Mr. Clark, Secretary and Treasurer respectively of the old Industrial Relations Association of America.

Respectfully submitted,

(Signed) Earl B. Morgan,
Temporary Chairman of the Committee

Western New York Chapter N. A. C. T.

Dr. R. L. Cooley, Superintendent of Schools of Milwaukee, Wisconsin, outlined the part time school movement in Milwaukee at the April 27th meeting of the Western New York Chapter of the N. A. C. T. in such a way as to make the representatives of business feel that the movement is a great help to business. Mr. W. R. Heath, Vice-President of the Larkin Co. and Mr. W. W. Kincaid, President of the Spirella Co. were the other speakers, Mr. Kincaid explaining the establishment of the National Personnel Association.

British Association Meets

The Annual Conference of the Association for Education in Industry and Commerce will be held June 14th, 15th and 16th at the Royal Technical College, Glasgow, Scotland.

The Conference plans to visit several large industrial plants, Glasgow University and the Glasgow Art Gallery.

Sir Archibald Denny, LL.D., will be President of the Association for the coming year and Mr. J. L. Newbon, The College, Loughborough, is to be its Treasurer.

Vocational Training in Industry and the report of a sub-committee on Education for Foremanship will be considered. Special attention will be given to a discussion of impressions formed during recent educational visits in America.

Incorporation

The articles of incorporation as they appeared in the May number of "PERSONNEL ADMINISTRATION," page 21, were amended by adding to the paragraph concerning teh Board of Directors the clause "at the first annual meeting, one half of the board shall be elected to serve for one year; thereafter, at each annual election, directors shall be chosen for the full term to succeed those whose terms expire."

This was provided for in the original plan and it was found that to be effective it must be included in the Articles of Incorporation.

COMPANY MEMBERS ELECTED MAY 20, 1922.

Abraham & Straus, Inc.
Aetna Life Insurance Co.
American Bridge Co.
American Locomotive Co.
American Radiator Co.
American Rolling Mill Co.
American Tel. & Tel. Co.
Atchison, Topeka & Santa Fe R.R. Co.
Atlantic Refining Co.
Bell Telephone Co. of Pa.
Bethlehem Steel Co.
S. F. Bowser & Co., Inc.
Brooklyn Edison Co., Inc.
Bullard Machine Tool Co.
Burroughs Adding Machine Co.
Business Training Corporation
Carnegie Steel Co.
Chase National Bank
Cincinnati Milling Machine Co.
Cleveland-Cliffs Iron Co.
Commonwealth Edison Co.
Commonwealth Steel Co.
Consolidated Gas Co. of N. Y.
Cosden & Co.
Dennison Manufacturing Co.
Dodge Manufacturing Co.
Henry L. Doherty & Co.
R. R. Donnelley & Sons Co.
E. I. du Pont de Nemours & Co.
Eastern Manufacturing Co.
Eastman Kodak Co.
Equitable Life Assurance Society
Federal Reserve Bank of Chicago
Federal Reserve Bank of New York
Ford Motor Co.
H. J. Heinz Co.
Hoover Suction Sweeper Co.
George A. Hormel & Co.
Joseph Horne Co.
Illinois Steel Co.
International Correspondence Schools
Jones & Laughlin Steel Co.
Kaufmann Department Stores, Inc.
Andrew H. Kellogg Co.
Kops Brothers
Larkin Co.
LaSalle Extension University
Lever Brothers Co.
Lincoln National Life Insurance Co.
R. H. Macy & Co.
Marshall Wells Co.
Merchants Loan & Trust Co.
Mesta Machine Co.
Metropolitan Life Insurance Co.
Miami Copper Co.
Mountain States Telephone & Telegraph Co.
National Cash Register Co.
National City Bank of Chicago
National Casket Co.
National Tube Co.
New England Telephone & Tel. Co.
New York Edison Co.
New York Telephone Co.
Pacific Mills
Pennsylvania Railroad Co.
Peoples Gas Light & Coke Co.
Philadelphia Company
Phoenix Mutual Life Insurance Co.
Portsmouth Cotton Oil Refining Corp.
Prudential Insurance Co. of America
Public Service Corp. of N. J.
Rand Company
W. T. Rawleigh Company
Republic Iron & Steel Co.
H. M. Rowe Co.
Schwartzenbach Huber Co.
Scovill Manufacturing Co.
Shredded Wheat Co.
Simonds Manufacturing Co.
Southwestern Bell Telephone Co.
Spirella Company, Inc.
Standard Oil Co. of California
John B. Stetson Co.
Strawbridge & Clothier
Swift & Co.
Tennessee Furniture Corp.
Travelers Insurance Co.
United Shoe Machinery Corp.
Universal Portland Cement Co.
Warner Brothers Co.
Western Electric Co.
Westinghouse Air Brake Co.
Westinghouse Electric & Mfg. Co.
Worthington Pump & Machinery Corp.

NATIONAL PERSONNEL ASSOCIATION, Inc.

BY-LAWS

Adopted by the incorporators with the approval of the Organizing Committee, on May 20, 1922.

ARTICLE I.

MEMBERSHIP

1. Membership in the National Personnel Association shall be of two classes:

(a) Company (or service) membership,

(b) Individual membership.

2. Any person, association, corporation, partnership, estate or institution interested in the objects of the Association may apply for a company (or service) membership in the National Personnel Association. Each company (or service) member shall designate one individual as its voting representative who shall have the status of a member of the association.

3. Any person interested in the objects of the Association may apply for individual membership in the Association.

4. The membership fee for company (or service) membership shall be $100 per annum payable annually in advance. The membership fee for individual membership shall be $15 payable annually in advance.

5. No applicant shall be admitted to membership until elected at any meeting of the Board of Directors or its executive committee, or by a membership committee.

6. Any member may be expelled by the Executive Committee by a two-thirds vote of those present.

7. Any member may resign upon written request to the Board of Directors accompanied by a remittance covering the amount due the Association.

ARTICLE II.

QUALIFICATIONS OF VOTERS

1. Each member in good standing is entitled to one vote.

2. New members must pay membership dues in advance before being permitted to vote or exercise other privileges of membership.

ARTICLE III.

BOARD OF DIRECTORS

1. The first board of directors shall be elected by the incorporators and shall consist of (3) three or more. In the first annual election 30 directors shall be elected, the 15 receiving the highest vote being elected for two years and the remainder for one year or until their successors are elected. In subsequent elections 15 directors shall be elected for a term of two years or until their successors are elected.

2. At the annual business meeting the members shall elect a nominating committee whose duty it shall be to nominate candidates for the Board of Directors, except that the first nominating committee shall be appointed by the Board of Directors.

3. Any member shall have the privilege of making nominations for the nominating committee, and when such nominations are seconded by any other member that nominee shall be one of those to be voted for. Nominations may continue in this manner until a resolution shall be adopted to close the lists. After the lists are closed a ballot shall be taken. Each member shall have the right to vote

for five of those placed in nomination in the manner described. The five nominees receiving the highest number of votes shall constitute the nominating committee and shall serve for one year. No member shall be eligible for more than two consecutive terms.

4. The names of those elected to serve on the Nominating Committee shall be published in the official publication of the association or issued by circular letter to the membership within two months after their election, with a notice to members to make suggestions to the Nominating Committee.

5. At the next annual meeting the Nominating Committee shall place in nomination as many nominees for the Board of Directors as there are vacancies to be filled by delivering to the secretary in writing the names of its nominees together with the written consent of each nominee to serve if elected.

6. The Nominating Committee shall select its nominees in the following manner:

a. The Nominating Committee shall deliver to the Secretary in writing, at least forty-five days before the next annual business meeting, the names of twice as many persons as there are vacancies to be filled, together with the written consent of each to serve if elected.

b. The names of these persons shall be published by the secretary either n the official publication of the Association or issued in a circular leter to the membership at least thirty-five days prior to the annual business meeting.

c. At least thirty days prior to the annual business meeting the secretary shall mail ballots to all members entitled to vote, to be returned to the office of the secretary or some other place designated by the Board of Directors, at least one week prior to the annual business meeting.

d. The members shall vote on the nominees by mail or in person, by secret ballot, in conformity with such additional rules and regulations as the Board of Directors may adopt.

e. Those receiving the highest votes, in number equal to the number of directors to be elected, shall be placed in nomination by the nominating committee.

7. The Nominating Committee shall issue a form of proxy by which each member may instruct the Nominating Committee to vote at the annual meeting for the list of persons nominated by the Nominating Committee in accordance with Section 6 of Article III of these by-laws, or by which each member may authorize the Nominating Committee or some other person to vote for such other persons as the member may designate.

8. Any member shall have the privilege of making additional nominations and when each such nomination is seconded by any other member that nominee shall be one to be voted for. Nominations may continue in this manner until a resolution shall be adopted to close the lists. Each voter shall have the right to vote for as many nominees as there are vacancies to be filled. The proper number receiving the highest vote shall be declared elected.

9. In the case of a tie in the last place either in the election of a nominating committee or in the nomination of directors, the selection shall be made by lot.

10. The president shall appoint a committee of tellers to supervise and conduct the elections.

ARTICLE IV.

VACANCILS

Vacancies by resignation or otherwise in the Board of Directors may

be filled by the Board for the remainder of the unexpired term.

ARTICLE V.

OFFICERS

1. As soon as possible after the annual election the Directors shall meet and elect officers for the ensuing year, including a president, one or more vice presidents, and a treasurer. All of said officers must be members of the Board of Directors except the Treasurer, who may or may not be a member of the Board of Directors. The Board of Directors shall employ a Managing Director who shall be Secretary and who may be assigned to such other duties as the Board shall determine, and whose compensation shall be determined by the Board of Directors.

2. The Treasurer and the Managing Director shall each furnish surety bonds in such amounts as the Board of Directors shall deem necessary, the cost to be paid by the Association.

3. The duties of the officers shall be such as are required by law, and such as may be assigned to them respectively by the Board of Directors from time to time.

4. The Board of Directors or the Executive Committee may authorize any officer or officers to enter into any contract or execute or deliver any instrument in the name of and in behalf of the Association.

5. The Association may maintain an office and keep its books either within or without the State of Delaware.

ARTICLE VI.

COMMITTEES

1. The Board of Directors shall authorize and define the powers and duties of all committees.

2. The President shall appoint all committees subject to confirmation by the Board of Directors or the Executive Committee.

3. The Board of Directors shall have power to delegate their powers to an executive committee of three or more directors. The Executive Committee shall serve during the pleasure of the Board, and, to the the extent provided by resolution of the Board, shall have and may exercise the powers of the Board in the management of the affairs, funds and property of the Association.

ARTICLE VII.

MEETINGS

1. The annual meeting of the Association shall be held at its office in New York, N. Y., on the second Thursday of September in each year or at such other time and place as may be designated by the Board of Directors; provided that the time and place of the annual election shall not be changed within sixty days next before such election is held. Notice of any change shall be given to each member in person or by mail at least twenty days before such election.

2. Meetings of the members other than annual meetings may be held at such other times and at such places as the Board of Directors may determine, or upon the written request of five per cent of the members in good standing, of which not more than half shall be residents in one city. Due notice by mail shall be given every member. When called otherwise than by the President or the Board of Directors, the notice shall contain a statement of the purpose of the meeting and shall be issued at least twenty days preceding the meeting.

3. At all membership meetings two per cent of the members in good standing shall constitute a quorum.

4. The Board of Directors shall

meet at regular periods. A special meeting of the Board of Directors may be called at any time by the President or by five Directors, provided that when called otherwise than by the President, a call shall be issued to each Director, stating the purpose of the meeting, not less than twenty days preceding the meeting.

5. At all meetings of the Board of Directors a majority shall constitute a quorum.

6. At committee meetings a majority shall constitute a quorum, except that when a committee consists of more than nine members, five shall constitute a quorum.

7. All questions of parliamentary procedure shall be settled according to Roberts' Rules of Order, whenever they are not inconsistent with the Articles of Incorporation or the By-Laws of this organization.

ARTICLE VIII.

REFERENDA

1. Upon the request in writing of fifteen per cent of the members in good standing, of which not more than half shall be residents in one city, the Board of Directors shall, or upon its own initiative may submit a question to the members for a mail referendum vote; the ballot for such vote to be accompanied by briefs stating both sides of the question; provided, however, that the use of the referendum shall be confined to questions of internal administration of the Association.

ARTICLE IX.

DIVISIONS

ARTICLE X.

LOCAL ASSOCIATIONS

ARTICLE XI.

FISCAL YEAR

The fiscal year shall end on the thirtieth day of November.

ARTICLE XII.

AMENDMENTS

1. These by-laws may be amended by a majority vote of the members in good standing in attendance at any regular membership meeting, or at any special meeting called for that purpose, provided that such amendments shall be plainly stated in the call for the meeting at which they are to be considered, or they may be adopted by referendum vote issued by mail to the membership, or by mail referendum conducted in the usual way.

2. Due notice by mail of meetings at which such amendments are to be considered must be issued to every member at least twenty days prior to the time of meeting.

ARTICLE XIII.

ENACTMENT

These by-laws shall be effective immediately following their adoption by a majority vote of the incorporators present at a meeting duly called for the purpose.

PERSONNEL ADMINISTRATION

Succeeding Corporation Training and Personnel

Volume X **JULY, 1922** **Number 3**

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Results Obtained from the Technical Courses of the Brooklyn Edison Co.... F. N. Fenninger

Developing Leaders Through Committees.. W. W. Kincaid

Reviews and Abstracts

Association News

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PERSONNEL ADMINISTRATION

July, 1922

Training Life Insurance Salesmen

By D. Gordon Hunter

Manager, Sales Training Division
Phœnix Mutual Life Insurance Company

THE goal toward which every life insurance company is striving is the same as almost every other business, namely, the distribution of the largest volume of their product at a minimum cost. The job of an agency manager of a life insurance company today is to build a sales organization of successful salesmen or distributors to carry out this task. Placing the salesmen soundly on their feet in the shortest possible time and with the least expense naturally results in minimum distribution costs. Therefore, the question of how the salesmen of a life insurance institution are trained looms up as one of the bed rock foundations on which the future of this business depends.

Value of Systematic Training

The shortest distance between two points is a straight line. The shortest route to success in the life insurance business is to acquire a good knowledge of the principles underlying the business and the best methods of applying this information in the field, and then receiving the kind of co-operation from both the Home Office officials and the local managers which will result in making every minute of every day count for something. By quoting a few figures it can readily be shown that a change in the past methods of training the salesmen of life insurance companies is necessary if they are to make the most of the wonderful opportunity which is before them.

There are approximately 160,000 licensed life insurance agents in the United States: 56% of them paid for less than

$25,000 of new insurance each during the year 1920 and for only 15% of the total business; 17% paid for $25,000 to $50,000; 15% paid for $50,000 to $100,000; and 12% paid for $100,000 and over, totalling over 58% of the business placed. In other words more than half of this very large group actually paid for less than $25,000 of insurance each and a large proportion of the total business is produced by a very small group of the total number of licensed agents. Doubtless there are many reasons for this, and one of the chief ones, if not the chief one, is the lack of proper training or no training at all.

In this connection the Phoenix Mutual Life Insurance Company has had a very unique experience . In the year 1915 there were over 1,700 contracts in force. The total new insurance produced by this group was $16,368,388. Of this group only 23 salesmen produced over $100,000 each of new insurance. After a careful investigation it was decided to weed out the non-productive members of the organization and in 1912 with only 340 full time agents under contract the company paid for over $50,000,000 of new business and out of the 340 agents, 116 produced over $100,000 each of new business. It can readily be seen that a small sales organization of whom a large proportion are successful is infinitely preferable to a large sales organization of whom only a very limited number have attained success.

Phoenix Mutual Life Plan

The steps taken in connection with this weeding out process referred to above meant several radical changes in the methods of doing business which heretofore had not been undertaken by any company in the life insurance business. In addition to requiring a minimum amount of paid for business in order to be retained as a member of the sales force, it was also decided to make no more so-called part time contracts and since January 1, 1920, every man who has come under contract with this company has to devote his full time to our business.

Next a training school was established at the Home Office and all salesmen taken on in any of our agencies throughout the country are required to attend this school, or some other recognized school of life insurance salesmanship. Our experience has proved that this step is decidedly one in the right direction. It places the salesman more quickly on his feet and with the confidence that he knows what he is talking about. It has resulted

in a material increase in the average amount of insurance paid for by each of the trained men as against the untrained, an increase in the size of the policies issued, an increase in the value of every interview, and the commissions earned.

The selection of salesmen is left to the local managers who select men of the type they believe will fit in with their present organization. The Home Office furnishes the manager with certain standards and requires that complete information regarding the man be sent to the Home Office for approval before the contract is made.

The present training plan in use is the outgrowth of our experience since we started blazing a new trail in life insurance by establishing a training school at the Home Office in 1919 which all new salesmen of the company are required to attend. It is believed to be very practical as it enables both the man and the manager to decide definitely whether he is suited to our business before he incurs the time and expense of coming to the Home Office. The training is divided into three parts. The first part consists of preliminary study (approximately 50 hours). For this study period a set of booklets is given to the salesman and answers to the questions contained therein are written out and sent through the manager to the Sales Training Division at the Home Office for correction and suggestions. This preliminary study course may be completed before the salesman leaves the position in which he has been employed.

If he has made sufficient progress, a contract is then made and he enters the second part of his training which consists of practical field selling in the local agency under competent supervision. This period is to be not less than one month in length and during this time the salesman continues to study along prescribed lines.

Next, if the salesman has successfully completed the first two parts of the training and the manager is convinced that he has the qualifications necessary for success, he then takes up the third part of his training, namely, attendance at the Home Office school. Each term is approximately three weeks in length and classes are held as often as a sufficient number of salesmen are available to take the training, fifteen being the minimum number for which any school is held.

The course at the Home Office is designed to give one as complete a ground work in the principles underlying life insurance as is possible in the limited period of three weeks. At

the start a brief review is given of the material studied prior to the salesman's entrance into the school and the balance of the course is divided into eight general divisions. Every endeavor is made to make the instruction as practical as possible so that it can easily be applied to work in the field.

Life Insurance as a Profession

This subject is covered from various angles. One is acquainted with the pitfalls as well as the advantages and instead of picking out the glowing examples among our sales force, the average of all producers is taken as a standard, and the man is told what success he can hope for, if he applies himself as he should. He is acquainted with the reasons why we believe this business is a highly honorable one for the man who has a clear vision of the benefits of life insurance to society, who is trained to advise competently, and who is willing to devote the necessary time and study to meeting the requirements which success in this business demands.

Principles of Life Insurance

Confidence is one of the major requirements for a man who is going to make a success early in his life insurance career. If he knows that the life insurance business is built on a scientific basis, and that his company and its contracts are at least abreast with modern developments, it ought to give to him the confidence to talk to a man of any station in life. The salesmen are acquainted with the methods of computing premiums, what becomes of all of the money collected by his institution, and the different policy contracts are taken up one by one and analyzed. This division occupies a major portion of the time of the course.

Functions of Life Insurance

This important subject is covered under four main subheadings:

Benefits to the Family
Benefits to Society
Benefits to Business
Benefits to the Individual

A life insurance salesman's aim should be to successfully serve an increasing number of people in the matter of life insur-

ance and only through knowing their needs and being able to fulfill their requirements with the life insurance policy most adapted to their particular use will he be able to do so. Considerable time is devoted to the varying needs of the individual and to the many ways in which life insurance enables a man to complete his plans.

The Phoenix Mutual Life Organization

Our company was organized over 70 years ago and its history is a most interesting one. While at the school the student salesman also becomes personally acquainted with all of the officials and department heads of the institution, and the business policies of the company. He has an opportunity to see every department at work and to learn of the sincere feeling of co-operation that exists between the members of the Home Office and the field force.

Salesmanship

"What matters if you give your prospect a world of information and do not get his application?" Salesmanship is a vital factor of the course and occupies a prominent place on each daily schedule. The mechanics of the sale are analyzed in detail, class sales demonstration are held, and, if time permits, this is followed by actual work in the field in Hartford, after which helpful discussions are entered into during class periods. During each course several of our most successful managers and salesmen address the class on the methods which they have found to be most successful.

Special Information

There are many special bits of information which are essential for a man to know and which are not covered in the other divisions. These are placed under this heading and additions have been made from time to time as the course has developed.

Individual Requisites for Success

The desire for every man should be to make an "all-around success" by serving his fellow men, making enough money to live as he would like to live, and having a respected position in

the community in which he lives. The life insurance business combines all three of these things and many of the essential qualifications necessary before the salesman can hope to accomplish his desires are discussed by different members of the lecturing staff.

Supplement

Under this heading the new material which is developed from time to time is placed and copies are sent to the student salesmen after they have returned to their home agency.

Conclusion

In conclusion we might say that no system has yet been found which is perfect. We have revised our training plans a number of times since they were inaugurated and will continue to do so to meet the changing conditions. Of two things we are certain, however, first, that the percentage of successes under our sales training plan is greater than under any other method yet employed and second, that the percentage of graduates who succeed will equal, if not exceed, the average percentage of graduates of any training school in any line of business, and that the benefits derived will be threefold, better service to our policyholders, larger incomes to our salesmen, and increased business at lower overhead for the company.

Federal Reserve Bank Encourages Employees to Study.

Ninety-eight per cent of the new bank officials created in Chapter cities come from the ranks of the American Institute of Banking. The student of today will be the successful banker of tomorrow.

This is the basis of the offer of the Federal Reserve Bank of New York to refund 50% of the entire cost to students successfully completing their courses at the New York Chapter of the A. B. I., including tuition fees, membership dues, and cost of required textbooks.

Four Year Retail Course in New York City High Schools.

Training in retail selling and merchandising will soon be offered by the New York City High Schools as a four year course. It will be the equivalent of any commercial high school course and will include instruction not only in selling, but also in economics, office management, and business science. The course has been worked out by A. G. Belding, supervisor of commercial branches in the high schools

Results Obtained from the Technical Courses of the Brooklyn Edison Company

By F. N. Fenninger

Educational Director, Brooklyn Edison Co.

AS for back as ten years ago, the Brooklyn Edison Company, Inc., gave financial assistance to employees who took approved evening courses in the schools of the vicinity. In 1913 the company decided that these courses were too general to meet all its educational needs, and accordingly the Edison School was established.

History of the Plan

By the time the war came on, the course of training for substation operators in particular had proven particularly valuable. In fact the school was found to be indispensable in training them. The better men were selected and sent to the school four hours a day on company time until they could qualify for advancement.

When the writer came with the company on April 1, 1919, the need for intensive technical training on company time had about ceased to exist. While it was felt that training during the reconstruction period was just as essential as during the war, yet it was not considered necessary to give the technical courses on company time. The educational policy of the company need not be discussed here because that was presented in the January-February, 1922, issue of "Corporation Training." It should be stated, however, that although classes had been conducted on the employees' time with varying degrees of success for a period of six years, at the time the writer came, the interest in these had fallen to nearly zero. There were only fifteen employees attending.

The first step in building up interest was to get support of the minor executives, including the foremen. By making their acquaintance and asking their practical suggestions, much support for an increased educational program was secured. Accordingly, the attendance and interest during 1919-1920 was more than twice that of the previous year.

During the summer of 1920 the space and equipment of the school were more than doubled. This increase in facilities together with the apparently good start in expansion, made the previous year, caused more minor executives to actively support

the work and two new courses were added. The attendance in 1920-1921 increased 64% above the previous year.

The increased interest manifested by the employees and the obvious benefit derived by those taking couses stimulated almost universal support of the work during the year which just closed. Although additional equipment had been provided and the space increased nearly fifty per cent, there were more applicants than could be handled efficiently.

Attendance in 1921

The following table summarized the attendance for the past year, the most successful in the history of the company's educational work:

Course	*No. of Sessions*	*Total Attend.*	*Max. Attend.*	*Min. Attend.*	*Average Attend.*
Electrical Operating	57	1,195	28	10	21
A.C. & D.C. Machinery	29	818	39	17	28
Electrical Distribution	59	1,706	47	12	28.9
Meter Testing	56	729	23	5	13
Practical Electricity	56	2,353	63	26	42
Commercial Engineering	15	313	50	7	20.9
Totals	272	7,114	250	77	153.8

The total attendance during the year just closed was more than six times that of the year before this expansion program was undertaken.

Training and Promotion

It is difficult to express the results of educational work in figures. The figures of attendance growth are given because, since the attendance was voluntary and the classes were held after hours, it would seem that the employees considered that the courses have been of value to them. No one was ever promised promotion if he passed a course; but a careful investigation showed that, of those who completed courses a year ago, about two thirds had been promoted up to a month ago. Every man who took one particular course was promoted. The percentage would be much larger for the school as a whole if the one general elementary course in Practical Electricity were not considered.

A few weeks ago an official examination was given all men of a given rank in the company. The school not being compulsory, there were some who did not attend. The average grade of those attending the school was more than two and one-half times as high as that of those not attending. Since then, as

openings have occurred, several of the students have been promoted.

A survey of the foremen and operators in our substations showed that more than two-thirds of these men have taken one or more courses in the school.

The following comment by one of the department heads under whom a number of the students worked is significant. After looking over their grades, he said, "A course which will keep mature men, who have passed the ordinary school age, coming two nights a week regularly for several months is obviously of practical value." This statement was backed up by a number of promotions.

The comment of another department head was that it now took just about half as long to prepare his helpers for promotion.

Costs Versus Results

An interesting phase of this work, of course, is the cost. It must be obvious that this work could not be carried out if the company policy did not permit of a liberal appropriation. The expenditure is justified if the return is greater than the cost. If we consider that all the instruction given those who dropped out before the end was wasted, we find that the cost per year per student is about 6% of his annual salary. The raises in pay received by men who completed courses a year ago was more than double that spent on their education.

None of these courses can be called trades training. They all take up technical information related to different phases of the company's work. It must not be expected that the relation between advancement and the education will be so close as in courses developing trade skill. But the relation has been close enough to more than justify the expenditure.

EDUCATIONAL AND RECREATIONAL ACTIVITIES OF THE PITTSBURGH DISTRICT

The Westinghouse Electric and Manufacturing Co. has published a directory of the Educational and Recreational Activities of the Pittsburgh District for the use of their employees covering Night Schools, Libraries, Technical Societies, Y. M C. A., Correspondence Schools, Musical and Art Information, the Westinghouse Club, and the Academy of Science and Art of Pittsburgh.

The front page includes the following statement by President E. M. Herr:

> "Only men thoroughly trained and schooled in gradually overcoming greater and greater obstacles, and who have in this way grown strong, are able to take up burdens larger than before and carry them through to a successful conclusion."

THE MANUFACTURE OF STEEL

The Bulletin of the Youngstown Sheet and Tube Company is carrying a series of article by A. G. Place on "The Manufacture of Steel," thus demonstrating the use of an employees' magazine for educational purposes.

GENERAL ELECTRIC SAVINGS AND INVESTMENT PLAN FOR 1922

The General Electric Company has a system of 50-cent salescription stamps which may be converted into $10 Bonds, which in turn may be converted into $50 fully registered seven per cent Employees' Investment Bonds. The Stamps and the Investment Bonds may be cashed at any time, the former without interest, and the latter with interest.

ILLINOIS STEEL EVENING SCHOOL

The Employees' Evening School at the Gary Works of the Illinois Steel Company is explained in the Feb. 6 number of the *Gary Works Aide*. The sessions are held in classrooms on the third floor of the main office building on Monday, Wednesday and Friday evenings.

The subjects cover Mathematics, Mechanical Drawing, Chemistry, and Elementary, Intermediate and Advanced English.

Attendance is regular and value of education seems to be appreciated by the employees.

BUILDING CONGRESS FAVORS APPRENTICES

The New York Building Congress is making an effort to stimulate interest in a revival of the apprentice system in the building trades. A special committee which has investigated the need was composed of persons representing investment, design, construction, labor, material, supply, and related interests. The committee acts in an advisory capacity with similar committees from the various interests represented in the congress. It aims to cooperate by bringing many interests together and overcoming the indifference or inertia that has existed and which has done so much to handicap, if not to frustrate, the best interests of training in the building trades. The chairman is Burt L. Fenner; the secretary is Clarence S. Steen, and the educational advisor is Frank L. Glynn. The office is 587 Fifth Ave.

A statement by the Chairman in the New York *World* of June 7 announces that the committee has reached an agreement with the employers and the union whereby apprentices will be enrolled in the woodworking trades, which have been selected as the initial craft in the work of extending apprenticeship training to all the building crafts.

LIBRARY SERVICE

The Educational Committee of the Portsmouth Cotton Oil Refining Corporation purchased a number of technical books which have been placed in the employees' club for the use of members.

LIBRARY SERVICE IN THE FEDERAL RESERVE BANK OF NEW YORK

The Library of the Federal Reserve Bank of New York is conducted as a training instrument and keeps in touch with employees through a section called the "Library Corner" of the Federal Reserve Club Magazine.

Developing Leaders Through Committees

By W. W. Kincaid

President, The Spinella Co., Inc.

Under old autocratic methods control is often centered too much in the chief executive at the top to whom all things are referred. He decides all things and gives out orders pertaining to all things from headquarters. All look to him for absolute direction of everything.

This method is bad, and has been supplemented because it places an impossible burden upon the chief executive. In a modern business no person, however strong, can survive for any length of time the strain and wear and tear of such responsibility. The responsibility and the wear and tear of the details of operation are too much to be centered in one person. It is likely to destroy the health and efficiency of the one person whose services the business most needs, whose services and efficiency must be conserved and prolonged for the sake of the business.

Still more important—this method prevents the growth and development of subordinate executives, managers, assistants and foremen clear down the line to the worker at the machine or bench. All of these have initiative and ability, which should be conserved and developed, if the business is to function as successfully as possible and achieve the goal which is naturally set for it.

A business needs to have the initiative and efficiency of all of its personnel wisely directed at all times. To get this result the organization must provide for the development and expression of initiative in the business itself. Furthermore, each individual has the right to have his initiative developed and to have an opportunity for its expression. Every normal individual appreciates this opportunity more than anything else in the business in which he is engaged.

The Modern Co-operative Method.

The modern cooperative method relieves the executive at the top of unnecessary duties sufficient to permit him to think and to inform himself about his work. It gives him an opportunity to study more broadly related subjects which have an indirect, if not a direct, bearing upon the success of his business.

It conserves his health, lengthens his days, and consequently prolongs his period of usefulness to his business, to his associates, and to society, all of which is in the interests of good economics. It insures to the business, on the part of its chief executive, a much higher grade of efficiency.

It also insures the development and utilization of the initiative and ability of every executive, manager, foreman, head and worker in the organization. It gives each person a chance to develop his personality and his ability to express himself in the business.

It is the equivalent of an educational process going on all the time, constantly training each member of the managerial and working staff for the next position higher up, thus insuring to the business at all times a competent, efficient staff of managers and workers.

It goes farther. It provides for and develops team work and co-operation which makes for the highest possible achievement in the operation of the business. By developing the efficiency of the personnel, it makes the business of greatest possible service to the community. It is a successful method of training leaders.

Methods of Business Supervision.

The methods of business supervision are many and varied. The nature and character of the work to be done and the type of employees each is an element to be considered in selecting the methods of supervision to be adopted.

Roughly speaking there are two principal methods or divisions to be made. The first is the older autocratic, militaristic method where all plans and orders are worked out by the one at the top and handed down from above all along the line. This method must be employed to a large extent in dealing with unskilled and foreign labor of low grade of intelligence and education.

The second is the modern method of co-operation and conference. It is based upon intelligent, willing co-operation and team play on the part of every member of the organization. This method, to operate successfully, must not only provide for the instruction and training of apprentices of low grade, but it must also provide for the training and growth of all grades of employees from the office boy to the president. By means of such methods, it is possible to call out the initiative of every

member of the force and encourage him to improve and develop his efficiency. It makes it possible to select heads, managers and executives from men who have advanced from the ranks. One adaptation of this method has come to be known as the *Committee System.*

The Committee System in Business.

In our works at home the committee system of supervision has been gradually developed over a period of years. Our business is now operating successfully upon this plan in two countries, and, in a somewhat modified form, in two other countries, where the organizations are smaller and the opportunity for committee action is not present. We offer it for your consideration.

Board of Directors.

This committee system is co-operative rather than autocratic. The staff is organized into a series of committees with the Board of Directors at the top with supreme control over the management and the business.

Executive Committee.

Next to the Board of Directors is the Executive Committee which is made up of such members of the Board as are active in the business and the top managers including the General Sales Manager, Sales Manager, Works Manager, and such other managing heads higher up in the business as may from time to time have a place on this committee.

Clearance Committee.

Next in order, as a sub-committee of the Executive Committee, is the Planning Committee whose duties are to connect up and correlate the activities of the sub-committees. This committee should be made up of the chairman of sub-committees and others who may assist in special surveys or special work, but it should not be too large. It should contain the superintendent of the works and possibly one or more assistants.

Sales Council.

The General Sales Manager and Sales Manager, both of whom have a place on the Executive Committee, and the heads

of the Sales Department form the Sales Council. This committee can have as many sub-committees as the size and needs of the work of the Sales Department require, but it is important that the chairmen of all sub-committees should be taken from the committee which originates it and to which it is to report.

Works Committee.

An important sub-committee of the Planning Committee is the Works Committee, which is headed by the superintendent of the works and composed of superintendents and foremen. Certain of these superintendents and foremen, in turn, form the chairmen of sub-committees reaching down into every department of the works.

Not Employee Representation.

This system of committee organization does not function the same nor does it resemble closely the system known as "employee representation". We believe that it is more efficient and practical in its operation than the system of employee representation; similar results are achieved with a greater degree of efficiency and dispatch in operation. The committees can be extended as far as desired even to include the more intelligent and efficient among the workers.

Its Business Value

This system of committee work has been efficiently developed in our American and British plants. Through the operation of this committee system we are able to assemble each month for the Executive Committee a complete and comprehensive report of the operations of each branch of the business. I secured recently from the British Company a report embracing some forty-eight pages. It gives our Board of Administration, which is the term given to our inter-company board, a very intelligent and comprehensive knowledge of the workings of every branch of the British business. I also have a chart showing the plan and relation of the various committees to each other. We believe that certain special supervisors or functional foremen can be introduced into these committees for special work, but that these functional supervisors must be tied into the various committees of the departments to which they are assigned.

Reviews and Abstracts

A Day Continuation School at Work. By W. J. Wray and R. W. Ferguson. Published by Longmans Green & Company, London, 1920, pp. xx + 212. Price, $3.00.

This is a collection of twelve papers by as many writers, setting forth different, and sometimes quite inconsistent views of the work of two continuation schools in England, one for youths and one for girls. These pioneer schools were organized several years before the law of 1918 made attendance at continuation schools compulsory for all young persons under eighteen—with some exceptions—at least eight hours per week.

There is rather a striking similarity between some of the English continuation school work and the educational features of the Boy Scouts and the Girl Scouts of America.

The conviction is very obvious that the purpose of the continuation school is to develop good citizenship rather than vocational efficiency. "It should be evident that the true end of the day continuation school is not merely to produce more knowledge or to make for greater efficiency or to insure greater productivity. Its true vindication will be the making of a finer type of manhood and womanhood. The new school should be a magnificent training ground in citizenship and a preparation for the fuller privileges and responsibilities of adult life."

The book also shows an obvious and implicit faith in the old line school subjects to develop character and intellect, and the question is not raised whether trade and industrial training might not have, even for these purposes, an equal if not greater value.

One of the authors, however, says, "The work must be shown to have a bearing upon practical things" and proposes for a practical course in mathematics for commercial boys the following list of "practical" topics: Ratio and proportion, allegation, chain rules, approximation, logarithms, graphs, series and annuities. In America we would hardly include these in a practical continuation school for shop or factory boys.

Other items of considerable interest are the facts that the law of 1918 is meeting with the normal opposition of the ratepayers and the overgrown youths for whom it was devised. It is also cited that parent-teachers' associations are making no such headway in England as in America.

The scope of the work as indicated by the outlines presented is very creditable and shows a standard of excellence with which American schools will find it hard to compete.

A. J. Beatty.

How to Get the Job You Want. By William L. Fletcher. Houghton, Mifflin Company, Boston. x + 450 pp. 1922. $3.00.

The author, who is the head of a well-known employment service in Boston, brings to this study a great amount of practical experience. Telling illustrations enforce every theory advanced, not only rendering the book more interesting, but also attracting the attention and fixing the idea in the reader's mind.

The development of the theme is logical. Starting with an analysis of the problem of job finding it proceeds to an analysis of the job hunter—or, rather, to suggestions of means by which the individual may analyze himself.

The technique of securing a job is explained in detail—the study of the market, the fundamentals of salesmanship, the approach to the prospect. A chapter is given to sales correspondence, with its application to the specific demand of answering a "want ad." The discussion of "want ads" and other advertisements is very complete, and the book abounds throughout with illustrations of well-appearing and effectively worded advertisements.

Complete instructions are given for direct mail campaigns, with specimens of successful letters.

Chapters are given to a discussion of the peculiar problems of special types—the young man just out of college, the man over 45, the man in the small town, the man who wishes to change his vocation.

The bibliography is large and well arranged. It includes a list of books dealing professionally with many subjects (including that of choosing a vocation), and also a list of trade papers, whose advertising pages might be particularly helpful to persons with special qualifications.

Robert Warren.

Income in the United States, Vol. I. By National Bureau of Economic Research. Harcourt, Brace & Co., 1922. pp. xvi + 152. Price, $1.00.

This summary of a detailed study of the national income is the result of more than a year's work by the staff of the National Bureau of Economic Research, and marks, we believe, the high

water point in statistical study of American incomes. The national income is estimated both by sources of production and by incomes received. The conclusions of the study are extremely interesting to those interested in personnel problems. Some of them are as follows:

1. The size of the national income during recent years can be determined with a margin of error of probably less than 10 per cent.

2. The final estimate ranges from 28.8 billions of dollars in 1909 to 61 billions in 1918, not including the money value of the work of housewives.

3. The per capita basis runs from $319 in 1909 to $586 in 1918, which would not represent a large increase if based on pre-war prices.

4. Both the total and per capita income is much larger than in any other country.

5. The share of the net value product of different industries paid to employees varies very widely.

6. In highly organized industries, the pay of employees absorbs around 70 per cent of the net value product.

7. Of total payments to employees in the highly organized industries, about 92 per cent goes to manual workers and clerical staffs.

8. In 1918, 86 per cent of the persons gainfully employed had incomes of less than $2,000, who received 60 per cent of the national income. The net effect of the war was to diminish somewhat the inequality in the distribution of income. To include 1 per cent of the income receivers at the top, it is necessary to include incomes of $8,000, 5 per cent includes incomes of $3,200-$3,300, and 10 per cent includes incomes of $2,300-$2,400, and 20 per cent includes incomes of $1,700-$1,800.

Those interested in this and other publications of the Bureau will profit by being placed on the mailing list for notices. The address of the Bureau is 175 Ninth Avenue, New York.

W. J. D.

Industrial Psychology Magazine

The National Institute of Industrial Psychology, which was formed in Great Britain in 1918 and incorporated in 1921, has begun to publish "Industrial Psychology," a journal

which describes in non-technical language the methods and results of applying scientific knowledge to the human aspects of industry and commerce. It publishes accounts of the research and propaganda work carried on in the field of the promotion of the mental and bodily health and efficiency of every grade of worker, not only by the Institute but by other similar bodies and by individual investigators both at home and abroad. It contains abstracts of current periodicals and reports, and reviews the more important books on the subjects of industrial psychology and physiology.

The work of the Institute includes research in the application of science to the more efficient guidance of children in taking up their life's work, to determine the best methods of training apprentices and operators, to reduce human wear and tear and to improve the mental and physical health of the industrial and commercial population.

The Secretary and Assistant Director is Dr. George H. Miles. The address of the Institute is 329, High Holborn, London, W. C. 1, England.

W. J. D.

The Training of a Secretary. By Arthur L. Church. J. B. Lippincott Co., 1922. pp. 1-94. Price, $1.50.

Here is a little handbook that every secretary should read and he (or she) will enjoy and profit by it. All types of secretarial work are covered briefly, comprehensively and entertainingly. The business secretary, the club secretary, the private secretary, the social secretary, *any* secretary, in fact, will find a chapter devoted to his particular needs. And for good measure Mr. Church has thrown in a few interesting remarks on the origin of the secretary and the high standard set by certain famously good ones.

L. H. Dorman

Thurstone Vocational Guidance Tests. Manual of Directions. By L. L. Thurstone. World Book Co., Yonkers, N. Y., 1922, 24 pp.

These tests are designed to measure the engineering aptitude of high school and college students and to foretell with some certainty their probable success in pursuing engineering careers. There are five separate subject tests, designed to be used togther.

Personnel Activities Among Administrative Employees. By Harry A. Hopf. Personal Efficiency, May, 1912. pp. 3-5 and 32.

The author emphasizes the importance of proper administration of personnel activities under a well organized department headed by an officer of such rank and authority that he will be able to install and carry out personnel policies and practices without the necessity of frequent recourse to the highest executives for approval. The article is accompanied by a classification of personnel activities.

The Foreman as a Teacher. By J. W. Dietz, Educational Director, Western Electric Company, New York City. Administration. May, 1922. pp. 565-574.

A vigorous article on foremen written from a new viewpoint. The writer points out the mutual gain to industry and to foremen in developing the teaching abilities of foremen.

Elements of Unavoidable Labor Turnover By A. L. DeLeeuw. Management Enigneering. Mar., 1922. pp. 137-142.

This article develops the idea that the expense of labor turnover is an item of overhead, and should not be charged to wages. The author approaches the subject like an insurance actuary, and suggests ways by which an industry can discover its probable or normal turnover. If its turnover exceeds the normal something is wrong and the defect should be discovered. If its turnover is less than normal, the condition is likely to be temporary and it should be so regarded.

Continuing this reasoning the author discovers a method of determining the value of the man to the industry at any given time of his life.

Developing the idea of the cost of turnover he shows the way by which a plant can determine the cost of laying off a considerable fraction of its force and decide whether or not this layoff will be really economical.

All these conclusions having been reached for a labor force of constant size, formulas are then worked out to meet the case of the plant increasing its force over a period of years.

Numerous graphs illustrate the outstanding features of the argument.

What is Group Insurance? Industrial Welfare. May, 1922. p. 177.

An analysis of the pros and cons of group insurance.

What is Ahead of American Industry? By Frederick Franz. Management Engineering. Mar., 1922. pp. 179-181.

This is a carefully reasoned and well presented discussion of iron as an index in predicting business cycles. It is based on the theory that the chief cause of depression is high prices. The general line of argument is that based on the estimate of George Hull, founded on the Census Report of 1904, that "Construction" totals 77 per cent of all industrial production of the nation. Low prices stimulate construction, which makes itself first shown in iron contracts, later in iron production, and then in a general demand for other things, attended by high prices, etc. The value of iron as a barometer arises from its wide use, notably in the early stages of construction, and the fact that contracts are usually let for delivery at a date some months in the future.

The interest in the theories of industrial cycles has enormously increased in recent months, and this exposition of iron as a barometer will be read with great interest.

Why Works Magazines Fail. By Editor of "Space," House Organ of Benn Bros., Ltd. Industrial Welfare. March, 1922. pp. 104-5.

They fail because their editors are not properly in touch with the public to which they are appealing, and offer them things which they really do not want. Failure is also often due to trying to make it pay its way financially. There should be a personal note—and even a humorous but not a flippant note. The "make-up" should be good. Editors need to be trained journalists.

Executive Training and the Engineering School. By John S. Keir, Professor of Industrial Economics, Carnegie Institute of Technology, Pittsburgh, Pa. Administration. May, 1922. pp. 603-612.

This article deals with the executive aspect of an engineer's job. The writer would have engineering students conversant with the problems actually met with in modern business; he would have them brought into actual contact with business during their school life that they might be made familiar with the demands of business from an executive viewpoint. He shows the need for a broader training in engineering schools of the country, pointing out that too specialized training makes possible too many mistakes and failures.

Self-Governing Welfare Scheme. Industrial Welfare. May, 1922. pp. 175-6.

British employers are interested in American personnel procedure. This article is a description of the Filene Cooperative Association at William Filene & Sons.

The Inevitable Antagonism Between Employer and Employee. By C. E. Knoeppel. Management Engineering. March, 1922. pp. 143-148.

This is an unusually frank statement of a belief held by many men. The author analyzes the respective interest of employee and employer, each confronted with the struggle for existence, each armed with powerful weapons. The argument seems to hold especially true in periods when prices are moving rapidly—either up or down.

However, the author is no pessimist. He gives as the chief cause of economic distress

1. "Wastes of a preventable character, which cause a difference in the relative performance of individuals, groups and nations, influencing this matching process and therefore influencing what is paid for effort.
2. Lack of a constant or normal performance on the part of individuals, groups, and nations which makes for reduced effort at one time and increased effort at another, influencing both waste and what is paid for effort."

For these evils he proposes a program:

1. "Determine and evaluate extent of waste and lack of stabilization.
2. Place responsibility where it properly belongs in an unbiased way.
3. Take steps to salvage waste and cut off the high and low peaks of production.
4. Determine on a just distribution of the gains made.
5. Determine fair rules by which industry can be conducted.
6. Bring workers and employers together, to safeguard and advance their joint interests."

Trends in Management. Is the Apprenticeship Plan Coming Back? By William Leavitt Stoddard. Factory. May, 1922. pp. 528, 529, 548, 550.

An illuminating discussion of the apprenticeship plan. Training has been made an integral part of American industry in the past few years. Apprenticeship is a form of training which is gradually coming to life again, largely due to the stimulus of the Wisconsin apprenticeship revival. To quote from a recent number of "The Wisconsin Apprentice": "Apprenticeship represents a period of employment which constitutes training, the apprentice receiving his remuneration for service partly in the form of money and partly through instruction in the particular trade, craft or business. Why is apprenticeship necessary? Because industry requires skilled labor, it is necessary to train men in skilled occupations . . . because competency in any trade, craft or business is accomplished only by experience in that particular business. Schools cannot afford commercial experience, consequently men must be trained in the industries."

Lowering Costs of Production. By William Graham, M. P. Industrial Welfare. May, 1922. pp. 173-4.

This article by the labor member of Parliament for Central Edinburgh emphasizes the need for lowering costs by increased efficiency—better planning—as well as by reductions in wages and salaries. He points out that very few employers point to improved industrial management as an important factor in economic recovery. The article gives American illustrations. The author, while recognizing certain points of criticism of scientific management, nevertheless favors it.

An Administrative Staff Magazine. By Oliver Sheldon, Editor, Cocoa Works Staff Journal. Industrial Welfare. May, 1922. pp. 186-7.

This article explains and urges the issuing of an administrative staff magazine as a means of executive training, catering to functional officers and to departmental managers and foremen. The article outlines the objects and contents of such a magazine.

The Works Magazine Finds Its Level. By Reginald Pugh, Editor, Industrial Welfare. Industrial Welfare. May, 1922. pp. 180-1.

Works magazines are gradually taking on a unique form of journalism distinct from periodicals issued to the general public. The article reviews the purposes of works magazines, points out that extravagant claims for it have been abandoned and that it is an excellent medium for employee leadership. The belief is expressed that the works magazine is here to stay.

"Vocational Guidance." By E. Gauthier, Director of the Regional Employment Office, Ministry of Labour, Paris. International Labour Review. May, 1922. pp. 707-722.

A comprehensive survey of vocational guidance in various countries: United States, England, Germany, Austria, Swizerland, Spain, France, Holland, Italy, Czechoslavakia, Luxembourg and Japan. The writer brings out the need for vocational guidance, the difficulties encountered and the methods of enquiry in current use. He tells of vocational guidance institutions and agencies and related problems, touching upon apprenticeship, congestion of occupations, psycho-

physical analysis, occupation analysis and educational limitations.

He recommends definitely the development of apprenticeship. "The scope of apprenticeship ought to be widened, so that the worker is not imprisoned in a narrow, specialized occupation; he ought to receive vocational training wide enough to make it always possible for him to adapt himself to circumstances."

This article should be of marked interest to all people concerned with education in industry. It is replete with pertinent information.

The Employees' Own Magazine. By T. B. Rogers, Editor, Bournville Works Magazine. Industrial Welfare. May, 1922. pp. 185-6.

Emphasizes the importance of making the works journal the "worker's own"—and not for advertising purposes as well. It should be a joint enterprise through the assistance of a body of correspondents.

Publicity and Social Features. By E. M. Wright, Editor of Beardmore News. Industrial Welfare. May, 1922. pp. 183-4.

The author is opposed to combining commercial publicity with social features in a works magazine—a magazine cannot be both a works magazine and a commercial house organ. The house organ has more interest to the men in the plant than the works magazine has to those outside, but the house organ lacks human interest for those inside. The Beardmore News is being prepared in two sections. The main pages have been converted into a house organ, adapted, however, to works consumption. This is printed to the total number required for both the employees and for commercial publicity. The works news is printed in a supplement. Both sections are issued together as one complete magazine for circulation inside the works, while the publicity section is issued as a separate magazine for commercial publicity.

Employees' Inventions. Industrial Welfare. May, 1922. pp. 178-9.

How the Great Western Railway handles employee inventions by means of a gratuity commensurate with the importance and value of the idea.

A Scientific Plan for Sizing Up Employees. By Elsie Oschrin Bregman. System. June, 1922. pp. 696, 698, 762, 763.

A lucid account of psychological testing, showing interesting results at R. H. Macy and Company.

Three Roads Open Before Employers. Report of a committee of the New Jersey State Chamber of Commerce, New Jersey, Vol. VIII, No. 10, p. 4.

A committee report signed by Chas. D. Freeman, Chairman; L. K. Comstock, Ernest G. Draper, Sam A. Lewisohn, Weller H. Noyes, T. P. Sylvan, C. N. Wheeler and Paul Studensky and adopted by the Trustees of the New Jersey State Chamber on January 26, 1922, sets forth three roads which employers may take on the problem of industrial relations:

1. Constructive achievement within the shop.
2. Constructive cooperation between organizations of employers and those of workmen in an industry wide scope.
3. Anti-union coercion.

The findings of the committee warn against the latter road. Specific recommendations are made, some of them applying directly to the Chamber's own activities. An appendix gives the history of the New Jersey State Chamber's Industrial Relations activities.

Swift & Company and Its Employees. Published by Swift & Company.

This little booklet outlines the employee relations of Swift & Co., including the industrial relations department, foremen's training classes, stock purchase plan, pension plan, benefit association, allowance in case of sickness, safety and medical work, vacation accommodations, the Swift Club, educational activities, the Military Club, and general accommodations.

Welfare and Production. By Hector McMichael, General Manager, McVitie & Price, Ltd. Industrial Welfare. March, 1922. pp. 92-3.

Without welfare no modern concern can be run successfully. In this article is shown how welfare insures a high degree of efficiency for McVitie & Price, Ltd.

The Attitude of Labor. By Fred Bramley, Asst. Secy., Trade Union Congress Parliamentary Committee. Industrial Welfare. October, 1921. pp. 407-9.

A comprhensive survey of the attitude of labor toward welfare based on an address to the conference of men supervisors at Balliol College, Oxford. The view held is that genuine schemes of factory and workshop welfare, when properly understood by organized labor, will receive unqualified support. The history of unionism is a long record of efforts to secure it by legislative enactment and by voluntary agreement. There is best chance of success where there is the greatest degree of voluntary cooperation by the workers. The author argues for compulsory powers as rapidly as experiments with welfare proposals have been demonstrated and also urges joint cooperation of labor and employer on a national scale so that welfare schemes may be applicble not only to individual firms or shops but to the industry or occupation generally.

Elimination of Unemployables. By B. S. Gott, Secretary of Middlesex Education Committee. Industrial Welfare. February, 1922. pp. 49-50.

Vocational guidance is desirable for the adolescent on leaving school if juvenile delinquency and later unemployability is to be avoided.

Unemployment as Seen by an Employment Manager. By Ernest C. Gould. Industrial Management. February, 1922. p. 102.

A statement of the unemployment problem from a new angle. The writer is Service Superintendent of the Bay State Cotton Corporation, and considers conditions primarily in the textile industry. Here, he contends, there is and has been, much of the time, a serious shortage of trained workmen, while there was a superabundance of untrained applicants.

He analyzes present conditions as follows:

1. An over-supply of unskilled and poorly educated laboring people.
2. A shortage of trained workers causing a delay in production and inefficiency.
3. Trade schools offering general instruction in long drawn-out courses.
4. Hundreds of workers willing to learn specific jobs but unable to do so.
5. Employers forced to pay taxes to support public trade schools, but at the same time compelled to set aside their own machines and overseers to train help before they can speed up their factories.

To meet this situation the Employment Manager offers the following suggestions:

1. Joint conferences of public educators and mill managers to work out a plan of giving immediate relief to the unskilled labor and to the employer who needs trained men to do particular jobs.
2. Establishment of special short training courses which will fit a worker to do those jobs which are waiting to be filled.
3. An industrial survey to determine the particular jobs in which there is a present or a possible future shortage of trained workers when business becomes normal.
4. Publication of this information with information as to how and where workers can obtain training for these jobs.

How Shop Committees Function Under Depression. By Lionel P. Edie. Industrial Management. February, 1922. pp. 92-95.

This article describes the experience of the twenty-four plants of the International Harvester Company. No extravagant claims are made, but it is maintained that there has been a marked advantage from the system —in some plants, naturally, more than others. "It may be set down as a fundamental observation that *the degree of success in each plant varies in direct ratio to the spirit, understanding and efficiency of the local plant management.*"

The author goes on to say that "the greatest handicap to effective employee representation is the failure of management all the way from superintendents to foremen and subbosses to understand the new part which they have to play in the system."

Since the adoption of the plan three interruptions of work, in the nature of strikes, have occurred. In each instance the plan functioned advantageously. The closing of plants and reduction of working forces, when necessary, have been accomplished without destroying the confidence of the men in the system.

The article concludes with a discussion of the relations of shop councils to labor unions. "There is no widespread need felt for unions as long as the spirit and wisdom of management under works councils are sound."

Why Works Magazines Succeed. Industrial Welfare. January and February, 1922.

The first essentials in considering the inauguration of a new works magazine are: a competent works editor, correspondents, publicity, and technical advice.

Are Mental Tests Sound? Industrial Welfare. Feb., 1922. pp. 54-6.

An estimate of the value of mental tests. Their limitations are analyzed. There are many other equally important qualities of applicants for employment which find no expression through such intelligence tests as have hitherto been devised.

Principles of Industrial Policy. By Arnold S. Rowntree. Industrial Welfare. February, 1922. pp. 47-8.

An outline of some principles of industrial policy as applied at the Cocoa Works, York, England. Briefly, the fundamental conditions of any industrial system are such as will secure to the general body of workers:

1. Earnings sufficient to maintain a reasonable standard of comfort.
2. Reasonable hours of work.
3. Reasonable economic security during the whole working life and in old age.
4. Good working conditions.

5. A status for workers suitable for men in a free country in the twentieth century — one which will permit of the exercise of disciplined freedom and the full development of personality.

Industrial Freedom. By Lord Gorell, C. B. E. Industrial Welfare. October, 1921. p. 419.

The welfare movement contains the essence of two elements—the creation of freedom and supervision by guidance.

Incentives and Rate-Setting Applied to the Smaller Plant and Varied Product. By E. Wadsworth Stone. Management Engineering, April, 1922. pp. 205-208.

This is a very carefully worked out presentation of formulas for the application of premiums to base rates for workmen, for leaders or supervisors, and for those whose time is occupied partly with work and partly with supervision.

"Incentives of a fixed or pre-determined nature will of themselves fail of their full power to obtain the desired results if they do not parallel and include the good will and hearty cooperation of the workman and of the management. In the long run, driving is less effective for producing results than encouragement."

Absenteeism: A Quantitative Study. By J. D. Hackett. Management Engineering. February, 1922. pp. 85-90.

The total costs to industry of absenteeism during normal times is enormous. This article studies the causes, occurances and duration of absenteeism, and makes specific recommendations for its correction. Numerous tables give the experience of various plants under differing conditions.

The relation of absenteeism to overtime is particularly interesting. Under certain circumstances an employee can be absent one day a week, and make it up in overtime at time-and-a-half rates. It is the same to the employee, but rather different to the employer in case any considerable number of his employees adopt the plan.

There is also a discussion of absenteeism among groups, as by ages, sex, and nationality, etc.

Among the plans suggested for reducing absenteeism are close cooperation with the medical department, publication of honor lists, attendance bonus and vacation with pay.

The Psychology Course in Business Education. By Z. Clark Dickenson, University of Minnesota. Journal of Political Economy, February, 1922. pp. 88-97.

This article is a survey of the place which should be given to psychology in undergraduate schools of business. A number of institutions (Northwestern University, University of Chicago and University of Minnesota) insist on psychological instruction for all students for the business degree. As not all "psychology courses" are equally useful to the business man, the author stresses those phases of the subject that will prove of the most practical value.

Prospects of a New Personnel Society. Management Engineering. April, 1922. p. 214.

A brief statement of the meeting of March 9, 1922, for the discussion of a new personnel society to take the place of the Industrial Relations Association of America.

(This meeting has since led to the formation of the National Personnel Association.)

The Industrial Physician. By E. H. Fish. Management Engineering. March, 1922. pp. 148.

"Industrial physicians have shown quite conclusively that they can effect through their work large savings in almost every plant." Yet the movement for plant doctors is growing slowly. This may be due to the difficulty which a physician has in understanding the manufacturers' point of view. The presence of a physician may encourage malingering, or loss of time seeking treatment for imaginary ailments. "It is probably best, therefore, to have the doctor act in a purely advisory capacity, giving the employment department his best advice as to the limitations which should be observed in the case of each workman.

The Influence of Automatic and Semi-Automatic Machines on the Skill and Resource of the Operator. By C. H. S. Tulpholme. Management Engineering. March, 1922. p. 166.

A brief essay leading to the following conclusions:

"The inevitable conclusions are, therefore, that the designer has precluded the operator from a display of resource, but that a considerable amount of skill is required. The mechanic must display great resource, the amount varying with the degree of responsibility allotted to him by the management in the matter of design and layout of the tools. His skill in making these is of the kind usually expected of a highly trained workman, but in setting them up he may exhibit qualities not readily capable of comparison with those required in other work.

Can Foremanship Help to Rebuild Profits? By B. M. Nussbaum. Industrial Management. March, 1922. pp. 155-159.

The author belives that properly trained foremen can do much to:

1. Cut down costs.
2. Promote teamwork.
3. Keep up quality.

and he suggests specific ways in which they can do each of these things. He illustrates and demonstrates his points with incidents.

He then developes the point that competent foremen are made, not born, and that only by careful training can foremen be equipped to accomplish the best results for their employers.

Personnel of the Credit Department. By H. P. Reader. The Credit Monthly. April, 1922. pp. 16-17.

An analysis, with chart, of a credit department. Emphasis is placed upon the careful selection of personnel and clear-cut organization of department.

Restoring Faith in Industry. By Lancelot Smith, C. B. E., Managing Director of Smith's Dock Co., Ltd. Industrial Welfare. March, 1922. pp. 89-91.

An explanation of how works magazines can contribute to this end. The works magazine has great potentiality but has not yet found itself. The magazine should have an entity separate from the welfare scheme and should not be merely spokesman for the welfare department. If industry is to succeed, industry must throb with interest for all engaged in it. The sense of partnership must be developed. First, the works magazine should act as a publicity campaign to the worker on behalf of the goods he himself makes. Second, it must let him know how things are going with the business, including office and sales. The most important function of the works magazine is to hold up before the worker the interest and the dignity of his job.

Has Welfare a Future in Mines? By Robert Smillie. Industrial Welfare. April 1922. p. 135.

It will be extremely difficult because both employers and employees are suspicious. There is a crying need for the instruction in welfare schemes, especially for the benefit of the younger workers. Here lies the opportunity.

Using Brains to Get a Job. By D. C. Taylor. Industrial Management. March, 1922. p. 178.

A brief article of sound advice that contains numerous suggestions useful to job hunters.

Inventions by Employees. Industrial Welfare. March, 1922. pp. 94-5.

How the National Cash Register Co., Cadbury Bros., Messrs. Barr and Stroud, Ltd., and Best and Lloyd, Ltd., reward inventions and suggestions by employees.

Costs of Labor Turnover. By Walter J. Matherly, Administration. April, 1922. pp. 464-8.

This article is a very serious consideration of the costs of labor turnover, both to employer and to labor. He estimates the cost of turnover for railway motormen as ranging from $200 to $400; in the Jeffery Manufacturing Company it runs from $80 to $100; for the Dennison Manufacturing Company it averages $50. An authority is quoted as giving a general range in industry of "from $20 to $2.000, depending on the kind of men and the importance of the job."

From a careful analysis, the author arrives at a formula for computing the cost of labor turnover in any industry.

For employees it is impossible to estimate costs. In some instances the gains may overbalance the costs; in others they may be largely outweighed. The author concludes as follows: "The cost of labor turnover, then, is the center of the turnover problem. It may be summed up under three heads: costs to employers, costs to employees, and costs to society in general. When employers, employees and the public once understand that such costs are unnecessary burdens upon the production of commodities, steps will be taken to remove these burdens."

Industry's Attitude Toward Rest Periods. Industrial Welfare. March, 1922. pp. 96-8.

This article is a survey of several investigations, including those by the New York Telephone Co., the N. Y. State Industrial Commission and a New York City candy factory. The article is in favor of rest or relaxation for all workers, but in many occupations the nature of the work itself allows for such relief. The nature of the work is more important than sex.

Standards for Selecting Workers. Industrial Welfare. March, 1922. pp. 100-103.

This article reviews standards of engineers, printers, etc. It is based on a recent report by the Industrial Research Fatigue Board.

Our Common Enterprise: A Way Out for Capital and Labor. By Waddill Catchings. Atlantic Monthly. February, 1922. pp. 218-229.

An extremely well argued thesis that the labor situation as it stands is an impossible situation. The unions are organized only to fight and the only thing to do is to fight back until a constructive substitute can be evolved such as employee representation or some other method of determining wages and conditions of work on the basis of facts rather than on the basis of "bargaining," whether col-

lective or individual, but "more and more we learn that there is no panacea, no cure all. The problem is not of our creation but comes up from the past. One step at a time; a little gain here, a little gain there and ultimately the problem will be solved—not, however, by blind struggle but by slow, careful, deliberate, constructive joint effort."

Basic Principles of Sound Employment Practice. By S. R. Rectanus. Administration, January, 1922. pp. 70-73.

The author states that the employment department should be purely a service department without authority but not necessarily without responsibility. How can managers who are responsible for results get them from helpers whom they do not want or who have been hired for them? The principles of engineering are not applicable to employment management, which deals with the human qualities of men.

Waste of Human Force in Industry. By Chas. E. Carpenter. Administration, January, 1922. pp. 1-6.

This appeal for stopping waste of the human forces in industry draws the contrast with economy in the use of materials. It states that the greatest waste is in the office rather than the plant.

Association News

Training Personnel in Small Offices

The members of the Committee on Training Personnel in Small Offices are as follows:

Martin W. Pierce, Chairman, Research & Promotion Manager, Hoover Suction Sweeper Co., Canton, Ohio; H. G. Kenagy, Carnegie Institute of Technology, Schenley Park, Pittsburgh; P. C. Holter, Personnel Director, Chase National Bank, N. Y.; M. B. Folsom, Assistant to President, Eastman Kodak Co., Rochester; James H. Green, Assistant Personnel Director, Kaufmann's, Pittsburgh; H. E. Puffer, Larkin Co., Buffalo, N. Y.; Miss Harriet F. Baker, N. Y. Edison Co., N. Y.; Miss Anne Durham, Federal Reserve Bank of Chicago; D. A. Reed, Office Supervisor, Travelers Life Insurance Co., Hartford, Conn.; C. A. Stonelake, Prudential Insurance Co. of America, Newark; C. H. Weiser, Southwestern Bell Telephone Co., St. Louis, Mo.

Management Terminology

The joint committee on Standardization of Terminology in Industries, which consists of representatives of the American Society of Mechanical Engineers, the American Institute of Accountants, the National Association of Cost Accountants, the Society of Industrial Engineers, the Taylor Society and the National Personnel Association, is making rapid progress on the definition of terms which have been presented.

The committee is sending to each of those presenting definitions an instruction sheet and supply of cards and definitions are rapidly coming in.

The committee of the National Personnel Association is cooperating with the joint committee.

Committee on Psychological Tests and Rating Scales

The members of the Committee on Psychological Tests and Rating Scales are as follows:

Edward K. Strong, Jr., Carnegie Institute of Technology, Chairman; H. A. Richmond, Equitable Life Assurance Society; E. B. Roberts, Westinghouse Electric & Manufacturing Co.; R. S. Uhrbrock, Western Union Telegraph Co.; Prentice Reeves, Eastman Kodak Co.; Bruce V. Moore, Pennsylvania State College; E. J. Benge, Atlantic Refining Co.; F. K. Singer, Bell Telephone Co. of Pennsylvania; Miss Josephine Glascock, R. H. Macy & Co.; L. B. Hopkins, Scott & Co.; Leonard Outhwaite, Personnel Research Federation.

The Trade Apprenticeship Committee

The Trade Apprenticeship Committee of the Association met on February 17, 1922, in the office of Dr. A. J. Beatty, Educational Director of the American Rolling Mill Company, at Middletown, Ohio.

The members of the Committee are: Mr. E. E. Sheldon, Chairman, Supervisor of Apprentices, R. R. Donnelley & Sons Co., Chicago, Ill.; Mr. James M. Alexander, Tennessee Furniture Corp., Chattanooga, Tenn.; Dr. A. J. Beatty, Director of Training, American Rolling Mill Co., Middletown, Ohio; Mr. R. F. Carey, Supervisor of Education, Westinghouse Elec. & Mfg. Co., Philadelphia, Pa.; Mr. Franklin T. Jones, 10109 Wilbur Avenue, Cleveland, Ohio; Mr. A. C. Lampman, Head of Apprentices, National Cash Register Co., Dayton, Ohio; Dr. D. J. MacDonald, Professor of Vocational Education, Ohio State University, Columbus, Ohio; Mr. J. F. Raymond, Winchester Repeating Arms Co., New Haven, Conn.; Mr. Walter F. Simon, Supervisor of Apprenticeship, Industrial Commission of Wisconsin, State Capitol, Madison, Wis.; Mr. F. W. Thomas, Atchison, Topeka & Santa Fe, Topeka, Kan.; Mr. J. H. Yoder, Supervisor of Apprentices, Pennsylvania System, Altoona, Pa.

The topics for investigation are as follows:

I. To suggest means of developing apprentice training courses.
   a. By Apprentice Laws. Digest of Wisconsin and New York laws.
   b. Methods of cooperation between industries and continuation schools.
      1. Industry should suggest those things which ought to be taught in continuation schools.
      2. Qualified teachers for organizing this material and presenting it in pedagogical form.
      3. In general, continuation schools should be located in the industries, or in groups of industries.
   c. Organization of effort to develop more training courses in industry.
      Local chapters, School Committees, Publicity (Magazines, Newspapers).

II. To suggest definite requirements for apprentice courses.
   a. To encourage better students to enter training courses.
   b. To cooperate with industrial teachers in schools in planning courses of study.
   c. To propose proper credits to be given for school work toward apprentice graduation, and reciprocally, proper credits toward school graduation for apprentice work.

III. What industry expects of the schools in the way of habits of work and ideals.

IV. Length of Apprenticeship.

SOURCE BOOKS ON PERSONNEL SELECTION AND TRAINING

The annual proceedings and the bound bulletins of the National Association of Corporation Training have been repriced, deductions having been made from former prices. As the supply of several is quite meager, those interested may profit by immediate purchase. The special reports of the Association have also been made available for purchase by individual members and non-members.

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1916	800	7.50	3.75
1917	900	7.50	4.50
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From the above prices the following discounts are allowed:

To Company Members of the National Personnel Association—60 per cent.

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Reviews and Abstracts

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PERSONNEL ADMINISTRATION

August, 1922

Management's Part in Personnel Administration

By Sam A. Lewisohn

Vice-President and Treasurer, Miami Copper Co.

IT IS, I think, becoming more generally recognized that proper personnel administration cannot be secured by the artificial grafting upon the regular organization of a disassociated personnel department with separate functions. Progress in the establishment of a sound personnel policy can only be made through the line executives. They must be converted to a proper appreciation of this phase of their activities and the personnel department must bring its influence to bear through them rather than independently. All of this is probably quite trite by now but it cannot be too often emphasized as any other approach is bound to retard the personnel movement.

Particularly is it true with respect to the relations between management and the rank and file of workers. In this field it is quite ridiculous to expect progress along personnel lines unless the line officials including the resident manager be impregnated with the new spirit. Other production problems are too intertwined with personnel problems to permit of their being entirely separated therefrom. The success of a policy of utilizing modern personnel methods to produce teamwork throughout the rank and file depends in the last analysis on the initiative and enthusiasm of these executives. The first objective of any such campaign must be to convert the latter to the program that is contemplated.

Causes of Executive Indifference

But first of all these executives must be imbued with a conscious-

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ANNUAL MEETING

Notice is hereby given that the annual meeting of the National Personnel Association will be held on Thursday, October 19, 1922, at the William Penn Hotel, Pittsburgh, Pa.

W. J. Donald, Secretary.

ness that the adjustment of human relations within our factories is a major and not a minor problem and that as a consequence it is vital that they devote a due amount of attention to it. For one of the great difficulties to overcome has been sheer inertia. There are a number of causes for this indifference to personnel problems on the part of executives—some of which are particularly applicable to relations with the rank and file. If I were to list these causes I would say:

First—Intellectual absorption in purely physical and routine administrative problems.

The professional training of most managers has been such as to cause them to prefer to devote their time to problems where quantitative methods can be used and to neglect the psychological side of their activities. The problem of organizing sound relations in the factory is a sort of mixture of politics and salesmanship which is apt to be distasteful to managers who prefer routine executive and administrative work or who are principally interested in the mechanical and engineering aspects of their job.

Second—The class consciousness of the employing group.

We have heard much of the class consciousness of the working class but we have not sufficiently realized that our managing executives are often just as class conscious—an attitude inspired by fear, ignorance and distrust. Without these officials themselves realizing it this feeling increases their reluctance to focus thought and attention upon these problems.

Third—The belief on the part of some executives that there are larger profits in devoting their attention to other problems—financial, selling, engineering and mechanical problems.

A Major Task

Now one of the main tasks of the "personnel manager" and of "personnel workers" is to sell the conception that personal problems are major problems to the line officials and thus to overcome their lack of interest in and attention to these matters. The way is then clear to discuss methods and to see that the proper technique is used. Instead of building castles in the air about independent industrial relations departments owing allegiance to nobody and working through nobody let personnel men realize that theirs is a staff function. They will be most valuable where they get others to put into effect their ideas.

Personnel Work in America*

By Louise C. Odencrantz

Employment Manager, Smith & Kaufmann, Inc.

WHILE the subject upon which I have been asked to speak is "Welfare Work in America," I am going to take the liberty of changing it to "Personnel Work in America." Substituting the word "personnel" for "welfare" worker has been a significant feature of the welfare or personnel movement in industry in the United States, so that the word "welfare" worker has been almost eliminated from use and in its place are used such terms as personnel, employment or service manager, superintendent or supervisor or even industrial relations director. The change of terms indicates an important development of the movement in the United States. It has not been due alone to the widening of the functions of the former welfare worker, a fact which has happened in Great Britain as well as in the United States, but without change of name.

Origin of Personnel Work in America

The beginnings of welfare work in the United States were probably identical with those in Great Britain or France, and had much the same purpose. A report in 1916 on welfare work in the United States by the Department of Labor defined it as including "anything for the comfort and improvement, intellectual or social, of the employees, over and above wages paid." A welfare worker, who was usually a woman, was engaged by the management for the sole purpose of looking after the welfare of the workers in these respects.

The movement was a natural outgrowth from the awakening of the public mind including those in industry—both employers and employees—to the responsibility of industry to provide proper work conditions and protection to men and women while employed. In the public mind it took the form of legal regulations for hours of work, for guarding of machinery and other safety measures, health regulations such as ventilation and sanitation, and even the creation of departments of labor and factory inspection and industrial commissions to study and enforce such measures. Among employees

* An address given before the International Welfare Conference on July 4, 1922, at the Chateau d'Argeronne, La Haye Malherbe, France.

it took the form of union organization, to work out and to secure for themselves such necessary protection in their working conditions.

Motives Behind "Welfare"

In the individual plant this movement resulted in the management's installing a welfare worker who would interpret within the plant this new conception of the responsibilities of industry. It is true that in many cases a welfare worker was engaged not because the employer was actively aware of any such responsibility to his workers on this score, but rather from philanthropic motives. With the growth of the movement came also the suspicion on the part of workers and union organizations that the motive of employers in introducing welfare work was to counteract efforts at union organization. It was charged that employees would feel so satisfied and grateful to the management for lunchrooms, restrooms, medical and nursing services, recreational facilities and generally improved physical conditions in the plant that they would be blinded to their needs for more fundamental improvements such as wages, hours of work or the lines along which labor organizations were directing their efforts for industrial betterment. The situation may be summed up in the famous phrase of a labor leader who designated welfare work as "helfare" work.

Transition from "Welfare" to "Personnel"

Partly due to this attitude on the part of labor and in part due no doubt to the general American antagonism to anything that may be labeled paternalistic, the word "welfare" has passed into disuse to such an extent that a program of a three-day national conference on the wide subject of industrial relations and employment management will not have a single reference to "welfare work," either in any subject for discussion or in the official title of any speaker.

As a matter of fact, however, the evolution in the actual tasks of the welfare worker has not been as rapid or as thorough as the change of name. Titles such as personnel manager, industrial relations director and superintendent of employment and training, have had a tendency to outstrip the actual scope of the work, responsibility and power assigned to the holder of the title.

Scope of "Welfare"

The original duties of the welfare worker included usually what is now generally known as "service," such as conducting a lunchroom, nursing service later expanding into medical service, restrooms, providing locker and washrooms, recreational or educational

clubs or classes, benefit societies, cooperative stores and even housing. The duties related almost entirely to the needs of the employee as an individual person, rather than as a productive employee in relation to his work. Its purpose was to improve the physical conditions of the plant, the physical welfare of the employee, and to provide such other facilities as would bring more pleasure into his life by way of greater recreational and educational opportunities both for himself and his family. The welfare worker had practically nothing to do with the employees as workers, either in their selection, qualifications, training, wages or producing ability, control of which continued in the hand of the superintendent or the foremen. But it was inevitable that as her work developed, the welfare worker was bound to come into contact with these aspects of the worker's life and gradually her work has been reaching into them. In many instances, too, the function of the welfare worker to stimulate action has been accomplished, as physical surroundings in plants have been improved and standardized, and as many of the functions which were instituted as welfare features have become recognized and accepted as the regular routine of operating the plant, and her interest lies chiefly in seeing that all is well. The better planning, construction and equipment of plants in general have provided many of the comforts for the employees which the welfare worker had to plan for and provide. The extension of neighborhood clubs and classes is diminishing her active field in this direction, and in some centres the increased organization by the community of clinics and nursing facilities is also absorbing some of the duties of the welfare worker.

Public Activities Versus Industrial Welfare

The tendency is for the community, as soon as it provides the machinery, to take over these functions. For example, in New York City a Public Nursing Service provides home visiting and several large plants have turned over all their welfare work in this field to this organization. A Division of Industrial Hygiene of the City is ready to detail a doctor to hold regular office hours in any plant, and also has facilities to make physical examinations as well as eye examinations. Hospitals are making a special effort to develop industrial clinics. Labor organizations have also been at work on this question. For instance, the International Ladies' Garment Workers' Union has established its own Health Center in New York, and in addition, has organized classes and clubs for many

different purposes. With these developments, the work of the welfare worker is rather to act as a liaison officer to connect up any workers in the plant with the proper social agency, rather than to introduce such work herself.

These tendencies are in the right direction, for after all, matters relating to health, recreation and education are community problems, and the opportunities for receiving such service should not be dependent upon a person's continuing in the employ of a particular plant. But welfare work makes an important contribution to the community both in helping to point out the value of such work and in stimulating public efforts to provide such services, and the actual experiences of welfare workers are an important asset in working out methods.

Personnel Administration Stage

In the United States, these changes have caused the welfare workers to turn their attention more and more to the interests of production, or the relations of the worker to the job, and the former sole functions of the welfare worker become only part of the general personnel administration. The World War with its problems of labor shortage, demands for production and the necessity for rapid training for the job, also gave an impetus to this movement. The result is that in some instances the entire supervision and control of the personnel of a plant is in the hands of an industrial relations director or an employment manager. For instance, in a large automobile factory in the Middle West, one of the vice-presidents is responsible for the entire personnel and all industrial relations, and his functions include supervision of labor policies and standards of working conditions, shop committees, censorship of all employees quitting or discharged, training, factory paper, benefit societies, social features, safety and health. If the aim of personnel work is to increase the employee's happiness, his physical mental and spiritual well-being in his industrial life, his initiative and interest in his fellow-workers as well as his works, and as a member of an organization rendering community service, his work interests must be dealt with as well as his personal interests. The real aim of welfare work can be accomplished only when the worker is a conscious member of industry.

Personnel Work and Production

Through the close inter-relation between such functions and actual production, the tendency is for personnel workers more and

more to get into the production end, or at least to work very closely with the production manager. So we find personnel workers all through the country concerning themselves with questions of training, promotions, job analysis, time studies and rate-setting, methods of wage-payments, standards of wages and cost of living, wages and production standards, working hours and regularity of production. These are all matters of both production and personnel and the question now faces many personnel workers as to how far they should go into the production end so that the interests of both ends will be best served. Mr. Boyd Fisher, one of the leading authorities in the United States, has stated, "Personnel work has got to be a part of the production process of the plant. So far as it becomes divorced from the real business of the plant it is going to fail." It has been the test that has been applied to many of the personnel departments since the War during these last two years of depression, and by this measurement, they have stood or fallen. Personnel departments that had definitely tied up their work with the production end have lasted through, while others, which had been added as a "side line" during the War either merely to recruit new labor or to attract it, have been discontinued.

Scope of Personnel Administration

The definition of personnel administration as given by Tead and Metcalf in their recent book on Personnel Administration, represents on the whole the American conception. "Personnel administration is the direction and coordination of the human relations of any organization with a view to getting the maximum necessary production with a minimum of effort and friction and with proper regard for the genuine well-being of the workers."

The scope of the work and the form of organization of personnel departments are almost as varied as the number of plants and personnel workers in the country. In some instances, the duties of the personnel workers are limited to interviewing workers who are then turned over to the foreman for hiring. He may keep records and interview workers before they leave. But his title of "manager" is one of courtesy, as he has little power of actual management. In other plants he is an executive coordinate with the production manager and is part of the operating body of the organization with his emphasis especially upon the human element in production. In other organizations the work is divided between several responsible heads who are in turn directly responsible to

the general manager. The significant fact, however, is that business organizations are increasingly recognizing that the handling of the personnel is a distinct function of management, requiring a responsible person in charge who can work out the best labor policies and methods and see that they are carried out.

Work of Personnel Departments

As to the actual work of personnel departments, it is as varied as human interests in industry. Much attention has been paid to the working out of methods of selecting workers. Psychological tests, intelligence tests and trade tests are being worked over and tried out, especially in department stores. The telephone and telegraph companies have also spent considerable time and effort in formulating them; but as yet the whole movement is in its experimental stage and the old-time method of "sizing up" is still largely used. This method has been greatly improved in many plants through careful analysis of all jobs and careful attention by the employment manager to the needs of the particular job to be filled, as well as the ability and possibilities of the applicant and worker.

Proper training for the job has also been receiving more attention, through job-analysis, the training of instructors, and the establishment of separate training departments. Many of the vestibule schools which were started during the war have been discontinued, due to business conditions, but they were considered as successful, and some of the work will probably be revived. Considerable effort is also being made in the direction of foreman training. Plant after plant can be named, both in department store work and in manufacturing, which have developed excellent methods for training employees, both as to subject matter and proper training of teachers.

The problem of working out standards of production is increasing in importance as a function of the personnel department. The demand for exact information as to what constitutes a fair day's work as well as a fair day's pay, requires that such standards must be worked out. In some industries, where collective bargaining has been instituted, piece rates and wages can be adjusted only upon such a basis. Important however as this work is, very little real work has yet been done in this direction. It is a great field ahead for the personnel worker.

Extent of Organized Personnel Work

In the United States no statistics are available as to the extent to which personnel work has been organized as a distinct function

of management with a centralized department for employment and service. In 1916, the United States Department of Labor investigated 431 firms which were doing fairly comprehensive welfare work.

Nor are statistics available as to the number of personnel workers. This would be difficult to compile as many personnel workers go by various titles such as "assistant to the president," "vice-president," or "assistant superintendent." Some indications of the number, however, may be given. For instance, a publishing company has compiled a list of 1,400 employment managers. The United States Rubber Co. has about 50 or 60 people in its various plants who are interested in personnel problems. Another large company has an employment manager in nearly every one of its 42 plants. At the present time, the number of men in the work form an overwhelming majority.

Personnel Associations

The growth of employment managers' associations will give some indication of the developments in the field. The first local association of employment managers was formed in Boston in 1910. It was not until 1916 that a national meeting was held, in Minneapolis, to confer on employment management problems. The national convention held in Rochester, New York, in 1918 was attended by over 800 men and women interested in employment and personnel work; while at the convention held in Chicago in 1920, the attendance was so heavy that no banquet hall was large enough to hold all those who wanted to attend.

A report of the United States Department of Labor in 1921 listed 60 personnel and employment managers' associations in the United States. Incidently it may be stated that not one organization included in its title any reference to "welfare" work. A few of these organizations are parts of the local Chambers of Commerce or have been developed under their auspices.

Since a national organization was first attempted in 1916, its name has been changed three times, but during the past six months, it has been reorganized as the National Personnel Association, with headquarters in New York City. Its principal membership is by plants rather than by individuals, and the control of the Association is in the hands of plants. Its purpose is distinctly understood as a service to employers, to promote personnel work and to develop personnel methods. Many of the local associations also have com-

pany memberships; but a few are organized as associations of individual personnel workers, who are specially interested in the field from a professional point of view.

Personnel Work in Commerce and Industry

Personnel departments are not limited to any one industry or group of industries. Department stores, especially those in large cities, with thousands of employees, usually have well organized personnel departments, taking care of all hiring and training, as well as service departments covering lunchrooms, health service, benefit societies, classes and clubs. Much of this work was developed before the War, as the very size of the store and its personnel required centralization and development of these functions.

Industrial plants have been slower in established personnel departments. Before the war, some of the large plants had welfare workers in the old sense, but centralized employment work was rare. Since then, however, there has been considerable growth of personnel departments especially in industries such as large machine shops and other lines requiring skilled workers, and this has meant that the field has attracted many more men. There is still the problem of the small factory which cannot employ a full-time personnel worker and which yet needs the expert services of a trained personnel worker.

The spread of personnel departments was stimulated during the War by a special division in the United States Department of Labor, called the Working Conditions Service, which was consulted by employers. Another factor has been the numerous consulting industrial engineers, who usually recommend such departments. Chambers of Commerce are also active in stimulating them. For instance, the New Jersey State Chamber of Commerce recently made the following recommendations:

> "Employers should take the initiative in establishing in their own shops personnel departments; or where, on account of size, this is impracticable, advice on personnel problems should be secured elsewhere."

The recent development of collective bargaining machinery with permanent impartial chairmen in the men's clothing industry, has also given rise to a new form of personnel worker called the "labor manager." His primary work is to represent the employer in dealing with the workers and the union, but his job also includes other functions of personnel management. In the case of small establish-

ments, one labor manager may handle the work of several factories. The spread of this form of collective bargaining agreement will increase the opportunity for labor managers.

Training for Personnel Management

Organized training for personnel management was undertaken extensively during the War when the great demand came for personnel workers. The Government set up 15 courses in representative universities and other colleges added their own. Some of these have been retained. Bryn Mawr College for women is conducting a two-year course in Personnel Administration. Harvard College also has a course. In New York a Bureau for Personnel Administration was started as a private venture. Schools like the Chicago and New York Schools of Social Work also have courses giving training in this field. A special feature of these courses in the New York School of Social Work and Bryn Mawr is the requirement of supervised field work within a plant during this period. A one-week's course in Department Store Personnel Management is being given this Summer by the Research Bureau of Retail Training at Pittsburg. The course is for department store executives actually in charge of employing, supervising and training employees.

In addition to these courses on general personnel management, special attention is being given to the industrial establishment as a field of work in the training of nurses for industrial work, domestic science students as managers of lunchrooms and cafeterias in plants, and club organizers and recreational leaders in Recreational Training Schools. The specialization of functions within even the Personnel Department is broadening the field of work in all these lines, with more attention being paid for such work. An important part of the work of the U. S. Board of Vocational Education is stimulating the proper selection and training of plant instructors, and the Board has held several national conferences of plant representatives for the discussion of these problems. The New York State Department of Education has conducted a special course for the training of such teachers from the plants.

The rapid rise however of the movement, the organization of "short cut" courses in personnel management and the lack of understanding on the part of some employers and the personnel workers themselves of the responsibility of the position has had a detrimental effect in getting into the work men and women who had, it is true, acquired the elements for the job, but without

sufficient background of experience in industry or human contact and man management. A successful employment manager of a large firm in New York once said that she felt that her whole life had been a training school for her present job. Successful personnel management needs this training as well as the knowledge of technique. It is a profession requiring a deep understanding of human nature and reactions and experience in dealing with men and women, whether they be the workers, or the plant foremen or executives or the employer himself!

Attitude of Labor

In the United States, the workers have as a whole had little share in the development of welfare or personnel work; but the present movement has two features which are going to affect this relation. On the one hand is the development of personnel work as an administrative function of management with emphasis upon the productive efficiency of the individual. On the other hand is the expansion of personnel work into the field of industrial relations, with the organization of shop committees and employee representation, as well as cooperation with trade union organizations. To have such work carried out effectively, someone must be assigned to act as the medium, with time and understanding of the problems involved. The rise of the labor manager in the men's clothing industry has demonstrated this. As a well-known industrial relations expert has put it, such plans are not equipped with self-starters but require a lot of cranking if they are going to succeed. For instance, the drawing up of a collective bargaining agreement between the management and weavers in a silk mill in Paterson required about two months' attention on the part of the personnel manager, what with discussions, investigations of similar plans elsewhere, and the actual drawing up of the agreement.

The organization of shop councils and other forms of employee representation is on the increase in the United States; and, with this growth, comes the wider usefulness of the personnel worker. The attitude of the trade unions toward welfare or personnel work has become more favorable. This is partly due to the expansion of the scope of the work of the welfare worker. Personnel departments are being accepted as part of the productive organization of the plant, and not necessarily as a means of keeping out the unions.

Gains to Labor and Capital

Workers in general have made an important gain through

personnel work in the opportunity it gives for the review of discharges. An employee is no longer dependent for his job upon the whims of a foreman with full power to hire and fire. Labor turnover is a serious disease of industry in the United States, and while it is due to many causes and conditions, the sole right of foremen to hire and fire is one of the big contributing causes. In fact, the influence that a centralized personnel department has in reducing labor turnover by taking into its hands from the foremen this right of hiring and discharge, is one of the best selling points for personnel work in the United States.

Personnel management is also helping to bring about better industrial relations, not alone through its work of removing friction and its causes, but it is bringing management itself closer to the employee. As plants have grown rapidly, the foremen have become the actual employers of labor, determining their own labor policies and methods. As soon as an executive is responsible for these problems, it inevitably opens the way for better understanding and more far-sighted policies. It has helped to make employers better acquainted with how their businesses are actually being conducted in relation to the working force.

The Future

The growth of personnel work in the United States, as elsewhere, is going to be slow but sure. It must be slow and gradual, and sell itself on a sound basis, and not as spectacular fireworks. But it is also going to be sure, for the number of employers is on the increase who sincerely believe in its value both as an efficient business proposition and as a means of working out better relations between themselves and their employees.

Reviews and Abstracts

"Forms, Records and Reports in Personnel Administration." By C. N. Hitchcock. University of Chicago Press, 1922. Price, $1.75.

The 128 pages of this pamphlet are almost entirely devoted to sample forms with an occasional page of questions which draw forceful attention to some of the underlying principles involved in the use of personnel records. These forms have been gathered from 26 concerns which are generally known to have made a careful

study of personnel administration, and therefore, as a mere collection of up-to-date information on the subject, the pamphlet has great merit.

Quite wisely no attempt has been made to set down hard and fast rules for general adoption although certain fundamental principles stand out clearly. Any one wishing to develop a set of forms or to check up and revise present forms, would find this pamphlet most suggestive. As the author states in the Preface:

"The purposes of this collection of forms and records is to suggest a type of data in the field of industrial relations which the management of a business should have at his disposal, the records necessary for its collection and some possible methods of presenting it for administrative use; and, quite incidentally, to illustrate the normal daily routine procedure of a personnel department."

The contents of the pamphlet are divided as follows, with numerous sub-classifications:

I. Functional organization for personnel administration.
II. Forms and records for the employment section.
III. Forms and records for the training section.
IV. Forms and records for the health and safety section.
V. Forms and records at the disposal of the research and planning section.
VI. Miscellaneous forms—profit sharing, insurance and benefit.
VII. Statistical reports for managerial use.

C. R. Dooley.

The Psychology of Industry. By James Drever, M.A., B.Sc., D.Phil. E. P. Dutton, 1921, pp. vii-147.

Industrial Psychology is in its infancy and except in the field of employment, the results it has achieved are not such as to convince business executives of its practical value. Nevertheless, for the sake of future progress, it is important that executives should know enough about the subject to enable them to give the intelligent co-operation without which progress will be next to impossible. Therefore, a book evaluating the experiments of the past and suggesting the direction of future experiments is highly desirable. "The Psychology of Industry," by James Drever, fails to fulfill this purpose. Although written ostensibly for the layman, it is so uncritical in its statements, so lacking in practicality and scientific conservatism, that it is more likely to mislead than to guide those who read

it. To give but a single, though representative example, it repeats as evidence of the achievements of industrial psychology the reaction experiment with ball-bearing inspectors described by Taylor. This experiment has been frequently pointed out, but it is not generally known that its results flatly contradict the results of nearly all other psychological experiments with simple reaction times. And it is not generally known that the details of the experiment are such as to render it unacceptable both from a practical and a scientific point of view. Drever's failure to investigate facts critically is characteristic and his book is therefore not to be taken as an adequate statement of the present status of industrial psychology.

For executives who wish an acocunt which is both scientific and readable, Watt's "Psychological Aspects of Industry" is recommended.

HENRY C. LINK.

Science and Common Sense in Working with Men. By Walter Dill Scott and M. H. S. Hayes. The Ronald Press, New York, 1921, pp. ix + 154. Price, $2.00.

This is a good book. It is not a great book, nor a profound book. But it is a good book—a very good book. It gives the sort of information one might expect to get if he sat down, with well lighted cigar, after dinner, and turned to Drs. Scott and Hayes with the question, "Say, how much is there in this mental testing stuff, anyhow?"

In about one hundred fifty well-typed pages these authors tell you what's really what, and some of what isn't, in the testing game. You get no formulae for running your business—not even the personnel end of it. There is no appendix, only three charts, and no pictures. The book is discursive, a little vague, and will disappoint those who believe life can be reduced to mathematics.

To the Reviewer, who picks up fresh print on so much be-labored a subject with something less than avidity, the book is refreshing in its manner, and more importantly, in its viewpoint. When an M.D. admits he can't cure a cold, you are more inclined to let him tinker with it than if he swore he could, and lied. So one trusts these authors more because they temper the hopes of science with common sense and admit the limitations of any test to guarantee results.

There are twelve chapters in the book. One is introductory, two are wholly speculative, five deal with physical and mental testing, and four discuss, respectively, a man's history, character, desires

and instincts as determinates of his fitness for work. The history of mental tests is given, briefly, including the lessons of the army tests, and then an analysis of them to see wherein they are good, and wherein they fail. Trade tests are reviewed, and the necessity for supplementing them by other factors (such as the man's previous history and his psychological dispositions) gets a proper emphasis.

The style of the book is talky, witty, illustrative and so, readable. There is no preaching and few conclusions. When the authors have finished what they want to say, curiously enough, they stop There is not even an index.

If the Scott Company expects to avoid publicity through the medium of this book, it is likely to be disappointed. Perhaps it doesn't. In any case, the book sells the idea of personnel better than most any other single book we know of.

ELIOTT FROST.

The Journal of Personnel Research. Published by Personnel Research Federation, $5.00 per year.

The Personnel Research Federation has begun the publication of a Journal the first number of which appeared in May 1922. It contains three articles—one by James R. Angell on "Reasons for Personnel Research" another by Alfred D. Flinn on "Developments of the Personnel Research Federation" and a third by C. S. Yoakum on "Basic Experiments in Vocational Guidance." These articles are supplemented by "News Notes," "Book Reviews" and "Abstracts." The magazine will appear monthly. The editors are Leonard Outhwaite and C. S. Yoakum.

W. J. DONALD.

Employees House Organs. By Peter F. O'Shea. H. W. Wilson Co., New York, 1921, pp. 122.

If an employer has faith in the value of the printed word in organizing, educating and managing large groups of employees he should buy this book and accept the common-sense preaching of the editorial representative of Factory and System. If he has not the faith let him read this book until he gets it. Today more than ever it is essential if our reconstruction period is to be effective and lasting that we secure from the workman the greatest and sincerest cooperation for a maximum production, and if the house organ can assist in accomplishing this end or reaching its objective it is well worth it. I agree with Mr. O'Shea that the old paternalistic shop paper which reached down to pat a man on the shoulder is out of date. The house organ of today must lead a man by the hand, show

him the way, educate him, train him and assist in making him an important part of the entire works. House organs as a rule lean too much to enjoyment and entertainment and personalities without any definite policy clearly outlined and faithfully followed.

I think a reading of Mr. Shea's book will arouse a greater realization of the constructive possibilities of house organs, and beginning with the first chapter, which treats of "The Employees' Magazine as an Aid to Management" right through the tenth chapter into the Appendix, which gives a brief list of excellent exchanges, one can find a practical suggestion, a worth-while thought, a convincing argument pleading for the life of the house magazine.

F. P. PITZER.

Business Administration. By L. C. Marshall. University of Chicago Press, 1922, pp. xxiv + 919.

No modern text book on business administration would be complete without extensive attention to personnel administration to which Professor Marshall devotes nearly one hundred and thirty pages including such topics as Introductory Survey of the Content of the Manager's Relationship to Personnel, Personnel Administration in Terms of Incentive and Output, Measuring Aids of Personnel Administration and Organization and Administration of a Personnel Department.

The selection of material for this section of the source book is all that could be desired.

W. J. DONALD.

Employment Management. By Daniel Bloomfield. H. W. Wilson Co., 1920. pp. 507. Price, $2.40.

This useful handbook on employment management is designed to present the best material available on the subject. The book is a convenient source of material for the student and to executives who have little time to look up scattered articles.

The subject matter is listed under the following main headings: Foundation of Employment Management, Aims of the New Science, Problems of Labor Maintenance, The Employment Manager, The Employment Department, The Supply of Workers, Placement Promotion and Conclusion of Employment, How to Figure Labor Turnover, The Cost of Labor Turnover, Medical Examination of Workers, The New Foremanship, Cooperation in Management, Maintaining the Working Force, Service Features.

An appendix includes typical forms for an Employment Department. A usable bibliography is also included.

W. J. DONALD.

Wage Payment Plans. By Wm. O. Lichtner. Discussion by C. W. Lytle. Author's Closure, Management Engineering, July, 1922, pp. 44-45.

This article presents a discussion of the article entitled "Wage-Payment Plans" in Management Engineering for May. It points out the fallacy of attempting to draw direct comparisons among twelve different methods of wage determination when the standards on which they are based vary.

R. H.

Development of Personnel Research Federation. By Alfred D. Flynn, Secretary, Engineering Foundation, Personnel Research, May, 1922, pp. 7-17.

An outline of how the Personnel Research Federation came into existence—its plan of organization and constitution.

W. J. D.

Reasons for Personnel Research. By James R. Angell, President, Yale University. Personnel Research, May, 1922, pp. 1-6.

This article is an address delivered to the conference on Personnel Research held in Washington Nov. 12, 1920, which preceded and led to the formation of the Personnel Research Federation. "What we desire is to bring the best and most objective methods of modern science to bear on the problem" is the basic view expressed.

W. J. D.

Engagement of Young Workers. By David McKail. Industrial Welfare. April, 1922. pp. 144-5.

This is a treatment of the subject from a medical point of view covering physical development, eye inspection, cleanliness, etc.

Farmers as Factory Employees. Industrial Digest, June 24, 1922, p. 1133.

A short discussion favoring Mr. Henry Ford's idea of combining factory work with farming based on an interview with Mr. Ford by Bernard L. Johnson, editor of Farm Mechanics.

Mr. Ford's scheme is to "locate our plants in country neighborhoods, and encourage our employees to own and operate farms. With the aid of modern mechanical methods they will be able to finish their agricultural duties in a short period every year, and they will have the rest of their time for factory labor. They will thus be stably attached to the plant, able to make a part of their living outside the factory, and relieved of the monotony of continued work at one job."

Mr. Ford already conducts a farm near his automobile factory along the lines of his vision or prophecy as the Industrial Digest terms the scheme rather than an idea.

M. M. J.

Tests for Clerical Occupations. By Cyril Burt. The Journal of the National Institute of Industrial Psychology, January, 1922, pp. 23-27.

A description of tests given for clerical workers and results shown. "In consultation with those familiar with the needs of the office in which the examiners were working, it was possible to deduce from the individual performances a rough preliminary list of minimal standards of merit for those capable of work of various degrees of efficiency: (1) for those capable of work of a high order of intelligence; (2) for those capable of merely mechanical work; (3) for those at present unfit for practical work, but likely to become

capable of it after further training; (4) for those incapable of any practical work whatever in both shorthand and typewriting." H. C.

"Employment Methods that Puzzle the Worker." By "Bill" Haley, Foreman. Management Engineering, June, 1922, p. 343.

The writer of this brief article attacks employment methods from a normal viewpoint—that of the worker. The suggestions implied negatively might well be pondered by intelligent employment managers.

A Manual for Stenographers and Secretaries. By Glenn G. Munn, Formerly Assistant Manager of the Personnel Department of the Chase National Bank, New York City. Administration, June, 1922, pp. 702-708.

A detailed list of qualifications for stenographers and secretaries with specific recommendations for rules for their continuous training on their jobs.

H. C.

Instructions to Workmen. By C. J. Morrison. American Machinist, June 29, 1922, p. 954.

The article discusses the two extremes in giving instructions to workmen. In one method no detailed instructions are given, while in the other specific directions are given in great detail. The writer reports on a method which has been tried out, where information is given as a guide, but puts no limit on the thinking and individual initiative of the workman.

J. McK.

"Need of Planning and Training." By Frank H. Neely, Industrial Engineer, Fulton Bag and Cotton Mills. Management Engineering, June, 1922, p. 377.

Excerpts from a paper read by Mr. Neely at meeting of the American Society of Mechanical Engineers held at Atlanta on May 11, entitled "The Southern Worker—His History and Character."

"Specific and scientific methods of training and scientific methods of carrying on operations must be developed. The worker cannot train himself—he needs help, he needs instruction, and he must have it."

Making Industrial Improvements Permanent. By Paul M. Atkins. Management Engineering. March, 1922. pp. 153-158.

"Why is it that the best planned ideas of business men so often fail to attain any degree of permanency?"

The author believes this is due to the lack of thorough training for the employee. "He may have the standard practice instructions before him, but if he does not receive some instruction in their use, he is not likely to make much progress with their application."

The author cites instances of good employee education by several companies—instruction in cost accounting by the Union Special Machine Co. and in conditions in the industry by the Square D Company. The latter course was conducted through the home organ.

Instances of specific job-training, as distinct from industrial education, are taken from the Norton Company and the Acme Wire Company. The author emphasizes the need of using good teachers, the mere fact of a man's being an excellent "doer" not necessarily qualifying him for the duties of instructor.

The author's conclusion is that only careful thought will insure the practical adoption and utilization of suggested improvements. "The way to do this is by means of patient, far-seeing, careful teaching, based on written instructions."

Western Electric Shows College Men Importance of Their Course. By A. Rowden King. Printers' Ink, June 29, 1922, pp. 33-36.

This article discusses what amounts to a new form of institutional advertising. While advertising to the students, the copy of the advertisements is written not around the company, but around the men, their interests and their problems, concluding with the suggestion that, in meeting and solving these problems, the undergraduate is laying the foundation for his future.

One of the most interesting and resultful ads of this series is reproduced in this article, having for its headline, "Does your P. M. schedule read like this?" It aims to point out the proper balance between classroom work and campus activities.

C. M. P.

"What is Wrong With Engineering Graduates?" By H. E. Dycke, Head of Electrical Engineering Department, University of Pittsburgh. Engineering Education, May, 1922, pp. 421-424.

The writer recommends Educational Industrial Co-operation in developing engineering students rather than the contradictory criticism which is so largely indulged in at the present time. "A closer co-operation on the part of practicing engineers and engineering teachers will be required to clarify much of the discussion now being carried on. The continued silence on the part of engineering teachers and non-constructive criticism by engineers can never bring about the mutual understanding so necessary for the success of engineering teaching."

Over-training and *lack of responsibility* are blamed for much of the dissatisfaction which engineering graduates feel with regard to their work after leaving college. Special training courses into which they are thrown in so many concerns tend to irritate them. They have just come from school and they are mentally tired. Then they want jobs that come with them some responsibility. These efforts largely depend upon the amount of responsibility resting upon them.

H. C.

The Need for Measurement in Engineering Education. By J. Crosby Chapman, Yale University Engineering Education. April 1922. pp. 348-352.

This paper deals with the question of the amount of material to be covered in courses in a given period of time. This depends on the attainments of the students under instruction and their capacity to grasp and retain instruction.

The Improvement of College Teaching. By W. W. Charters, School and Society, April, 1921, pp. 494-497.

Those who are interested in pedagogical methods as applied to adults will find some suggestions in this paper. Dr. Charters suggests that any member of the Department of Education (or a dean) could conduct a seminar on the improvement of college teaching with the full cooperation of his colleagues in the academic and technical departments.

Cycles of Employment and Unemployment in the United States. By W. A. Berridge, Harvard University. Journal of American Statistical Association, March, 1922, pp. 42-45 and June, 1922, pp. 227-40.

A technical paper on the relation of the employment cycle to the business cycle and on the construction of a proper index for presenting the em-

ployment situation. The first article surveys the field of current data on the subject and attempts to construct a "continuous index to general industrial employment from the outbreak of the war to date." The purpose of the second article is "(1) to present an index of employment applicable to general industrial conditions in this country in the ten or fifteen years before the war; (2) to check up this index with the United States Censuses of Manufactures; and (3) to compare employment with direct measures of production before the war."

The accomplishment of these purposes justifies the author's conclusions that a properly constructed employment index affords a guide to cycles of productive activity; represents the course of the labor market; enables the employment manager to estimate the opportuneness of his labor policy just as the financier can time his operations by following the fluctuations in the volume of loanable funds; serves as a satisfactory first approximation to a barometer of pecuniary buying power (inasmuch as wage-rates normally lag nearly a year after employment); and throws light on the social situation.

M. M. J.

Management's Duty in Regard to Unemployed. By Wm. Leavitt Stoddard. Management Engineering, July, 1922, pp. 42-43.

The responsibility of management in assisting to establish accurate unemployment statistics for the entire country is demonstrated and the necessity for basing such figures upon the standard work force and the number of productive hours worked is pointed out. Account should also be taken of regular seasonal variation. A table used by one group of managers to furnish unemployment information is reproduced with the suggestion that this system be followed by groups throughout the country.

R. H.

Suggestions for Improving Employment and Unemployment Statistics. By Thomas Warner Mitchell. Management Engineering. March, 1922. pp. 161-166.

The President's Conference on Unemployment showed that at present it is impossible to secure complete data on unemployment in the United States. Statistics on partial unemployment are particularly difficult to obtain.

The author proposes a system for obtaining data concerning the number of man-hours worked. He tried the plan on several plants, from which he received replies commending the idea. Cuts show the questionnaire proposed by the author.

The advantages to be gained from the wide use of such a questionnaire include the compilation of data for very valuable indices.

1. "Index of the change in the number of persons on pay rolls.
2. Index of the degree of full time worked.
3. Index of the whole state of employment (combination of 1 and 2).
4. The average earnings per employee per week, industry by industry, and per industry as a whole.
5. The average rate of pay per man-hour, industry by industry, and per industry as a whole.
6. Index of the change in weekly earnings per employee, industry by industry, and per industry as a whole.
7. Index of the change in the average rates of pay per man-hour, industry by industry, and per industry as a whole.

"Furthermore, by grouping the returns regionally, the same indices and

averages can be obtained for each industrial area, results that may lead to interesting and valuable comparisons."

"Selling Better Health to N. C. R. Employees." By Dr. F. G. Barr, Medical Director, National Cash Register Company. National Safety News, June, 1922, pp. 17-19.

An interesting account of a health program accompanied by telling statistics. "The average time lost by industrial workers is variously estimated at from six to nine days per year, per employee. In the National Cash Register Company the figure is now 11.5 hours!"

"More than 2,000 children receive health information. Many of these children, in later years, will become employees of the company."

H. C.

Salesmanship Tendencies. Department Store World, July, 1922, p. 43.

Marked improvement in the methods of teaching salesmanship are now being made. Vast untouched fields in the South and West are responding to the need for better trained salespeople. Since prices are falling and economy is more generally practiced, the need for a better line of selling talk is apparent throughout the country. The aim is to make each salesperson a specialist in his line, thus giving quick, efficient service and satisfaction to the customer.

R. H.

Department Store Organization, Operation and Control. By Joseph T. Blatt. Department Store World, July, 1922, pp. 11-14, 47.

Although there is little literature on department store activities, retail organizations are beginning to realize the importance of education in their work. Certain schools as the Harvard School of Business Administration, The Retail Bureau of the Carnegie Institute of Technology and others are training men and women for responsible positions in every department of the store.

Mr. Blatt's article (and the others to follow) are the result of observation and training in department stores themselves. He discusses store organization under the headings of "management" and "fellow workers." Under operation and control he speaks of the qualifications and duties of the merchandise manager, the service manager, the controller, and particularly of the personnel director and the head of the planning department. The personnel director has a number of different divisions under his supervision—employment, training, caring for the health, recreation and social activities of employees. He should have a pleasing personality and be capable of co-operation with both the management and the worker.

R. H.

When the Prospect Says, "You Can't Sell Me," by John M. Garth. Specialty Salesman Magazine, July 1922, pp. 109-110.

"Some Salesmen Give Up, but others let the prospect sell himself." A plea for real service on the part of salesmen. This issue contains a number of articles of interest to those engaged in selling.

L. E. S.

The Value of Service in the Modern Department Store. By Walter Rosenbaum, President, The Rosenbaum Co., Pittsburgh, Pa. Department Store World, July, 1922, pp. 5-6, 50.

This article brings out the idea of service which has become the watchword of business in recent years. The modern department store is one of

the best examples of service to the public. Every employee has an opportunity to serve, whether it be on the floor meeting customers or in the "Hidden Departments," such as stock and manufacturing. It is the service the store renders more than the location or price of its merchandise that determines the class of customer, and it is the efficiency of this service which assures the store success.

R. H.

What About Loans to Employees? By Willoughby G. Walling, Pres., The Chicago Morris Plan Bank. System. June, 1922. pp. 701, 702, 734, 737.

The writer describes at some length the general program of the ninety-eight Morris Plan Banks which are located in as many different cities and towns throughout the United States. The Morris Plan Bank operates for "the average citizen who is generally the employee of an industrial or a commercial corporation." Employers in large department stores, large industrial establishments and their like, in many instances, have advised their employees to use these banks for borrowing and for saving. In some cases company loan associations have been discontinued where Morris Plan Banks have been established.

One of the strongest arguments for the Morris Plan Bank as it is described in this article is its willingness to make loans to the small-salaried individual in a manner which in no way deprives him of his self-respect.

The Worcester Industrial Savings Plan As Started. By Crompton J. Knowles Loom Works. Industry, June 10, 1922.

Most savings plans lack the elements of safety which should be the first consideration. This can be found in Mutual Savings Banks of New England. The article explains how the Crompton J. Knowles Loom Works promoted the plan and how it has worked.

W. J. D.

Report of Lecture Conference for Welfare Supervisors. Pp. 1-86. Price, 2s 6d.

The proceeding of the Lecture Conference for Welfare Supervisors held at Balliol College Oxford, September 17-20, 1920, and organized by the Industrial Welfare Society (51 Palace St., West Minster, S. W. I.) include beside discussion lectures on: The Economic Background, Education and Welfare, Industrial Psychology, Human Factor in Industry, Health in Industry, Modern Industrial Tendencies.

W. J. D.

Work of a Welfare Committee. Industrial Welfare. May, 1922. p. 178.

A description of the welfare work of Messrs. Ashmore, Benson, Pease & Co., at Stockton-on-Teas, England.

Making Co-Partnership a Success. By Albert Barrett, J. P., Chairman of Barrett & Co., Ltd. Industrial Welfare, January, 1922, pp. 12-13.

Argues profit sharing, social activities and the rewarding of suggestions.

W. J. D.

"Industrial Stability Through the Home." By W. A. Grieves, Asst. Sec. and Supt. of Welfare, Jeffrey Mfg. Co., Columbus. One Hundred Per Cent Management, June, 1922, pp. 60, 62, 78.

A brief article showing that industrial stability has been realized through making available facilities for home owning by employees of the Jeffrey Mfg. Co. Labor turnover has been reduced, in the last ten years, from one hundred and fifty per cent to about thirty.

How to Use Illustrations. By James Robinson, Editor, Smith's Dock Monthly. Industrial Welfare. May, 1922. pp. 182-3.

The superiority of the illustrated magazine needs no argument. Advice as to how to select, secure and use pictures is to the point.

Making Happiness a By-Product of Industry. By Geo. W. Hanley. Industrial management. May, 1922. pp. 287-291.

Mr. Hanley has spent two years in effecting the organization of the Armco Association.

"This association is a separate and distinct unit from the American Rolling Mill Company, and the membership is made up exclusively of Armco people—no one else is eligible to join. Through the plan of organization, all Armco people, from the President to the most humble position, have equal opportunity and right to determine the activities and policies of their leisure time organization, and to determine what may or may not be done for their pleasure and benefit." Popular vote elects a Board of Directors, whose duty it is, among others, to develop programs of activities. Everyone is on an equal basis. Employer and employees participate in all of the activities and thus become really acquainted with the social side of each other.

Perhaps the most interesting feature of this organization is its policy of honest non-paternalism. Recently it bought a large building for a clubhouse as an association project. Hospital, orchestra, baseball teams and tennis courts are among its projects.

"Through the activities of the organization and the co-operative manner in which recreation and amusement are worked out, not only is everyone in it personally benefited, but the Company on its part also receives the indirect benefit of satisfactory, happy and contented men who take pride in their work."

Getting Articles for Works Magazines. By the Editor of the N. C. R. News. Industrial Welfare. April, 1922. pp. 147-8.

It is more important to get contributed material than to have always high-grade material. Helps to correspondents bring in results. Make the provision of items easy. Interviews and cartoons are desirable. Pictures can be used to advantage.

"Shop Publicity." By Kenneth C. Park. The Blue Pencil, June, 1922, pp. 36-37.

The fifth chapter of Kenneth C. Park's "Shop Publicity" appears in the June issue of The Blue Pencil. Mr. Park, who is editor of Reo Spirit, of the Reo Motor Car Co., hits a very strong note in this chapter and we believe it should be read very carefully because it contains a truth quite frequently overlooked by executives who assign to the task of editing house organs a person lacking entirely the printer's craft. Mr. Park believes that editor either must have or must acquire the printer's art.

F. P.

One Value of Employee's Magazines. By Sands C. Chipman, Director, House-Organ Department of the Thurlow Advertising Service, Boston, Mass. Administration, June, 1922, pp. 727-731.

A story of the discovery of unknown abilities of employees through articles of theirs which appeared in an Employee's Magazine which opened a new avenue for intelligent placement.

"The president had discovered what few masters of our great industrial organization ever learn—that one of the most valuable features of an Employee Magazine can be its revela-

tion of the men with ideas within the organization—that is, the right men for the right jobs."

H. C.

"Wage-Payment Plans—A Discussion." By Harrington Emerson. Management Engineering, June, 1922, pp. 370-372.

A detailed comparison of six plans of wage payments with chart.

The Columbia Trust Co. Plan. Law and Order, May, 1922, p. 135.

A description of the profit-sharing, pension and death benefit plan of the Columbia Trust Co. of New York.

W. J. D.

Employees' Inventions. Industrial Welfare. May, 1922. pp. 178-9.

How the Great Western Railway handles employee inventions by means of a gratuity commensurate with the importance and value of the idea.

The Psychology Course in Business Education. By Z. Clark Dickinson. The Journal of Political Economy, February, 1922, pp. 88-97.

The author favors a general course in psychology for all business students based upon the reasons that they will all be advertisers and sellers to some extent; all must forecast the future drifts of demand and public opinion and all of them need defenses against selling offenses; in addition they will need to make accurate concepts of intelligence, aptitude and incentives, and to understand the psychology of learning and skill, fatigue and nervousness. He outlines the main directions of this "human engineering" course as (1) in merchandising and (2) in managing men (one's self as well as subordinates). While admitting that much of what is now taught for probable fact will later be discarded he yet claims that the science as a whole will make great strides in the next few decades and believes that students who learn the psychological alphabet to-day will be able to find and to use the more accurately materials which will be brought forth by specialists tomorrow. Finally he says, "From the cultural as well as from the practical point of view, therefore, psychology has a utility to any business student which can be equaled by few other disciplines."

H. C.

"A Program for Psychology in a College of Commerce and Administration." By F. Richardson-Robinson, F. A. Kingsbury, and C. S. Robinson. The Journal of Political Economy, February, 1922, pp. 98-107.

An article in which the authors give the details of a course in psychology as applied to business and ask and answer such questions as "what courses in psychology should be offered for the student of business?" "What topics should be included in the first and second courses?" "What should be the preparation of the teacher of such courses?" "Why not, after all, leave the relating of psychology and business to the student, who should be given good general training in the attitude, content, and technique of psychology? If this training is well done, should it not transfer to the business field?"

H. C.

Courses In Foreign Trade. By J. E. Moffatt. Journal of Political Economy, June, 1922, pp. 398-403.

The author concludes that:

1. Foreign trade courses are a comparatively recent development.

2. They are confined to a very limited number of schools.

3. In the great majority of cases

the work is still confined to one or two general courses.

4. The number of enrollments shows rapid growth of interest.

5. It is difficult to secure sufficiently comprehensive texts.

6. The teaching is still largely in the experimental stage.

7. There is serious need of some adequate plan for the placing of students in foreign trade positions.

W. J. D.

Scientific Methods and Business Success. By H. G. Kenagy, Assistant Director of the Bureau of Personnel Research, Carnegie Institute of Technology. Administration, June, 1922, pp. 664-668.

The writer of this article presents a true evaluation of business success through the kind of individual effort which does not take into account education, intelligence and skill.

"Materials and processes of manufacture are now given the benefit of specialized intelligence; but organization, distribution, and management of personnel are yet virgin fields for application of special training and scientific methods."

"Perhaps some men without educated brains do become leaders but, if so, they succeed in spite of the handicaps and not because of it."

H. C.

Basic Experiments in Vocational Guidance. By C. S. Yoakum, Director, Bureau of Personnel Research, Carnegie Institute of Technology. Personnel Research, May, 1922.

There are three lines of investigation.

1. To determine the nature and content of the job.

2. To determine the capacity and characteristics of the satisfactory and satisfied workers on the job as distinguished from the parts and capacities of those who are not satisfactory and satisfied. Also such traits as are essential to the job that are not possessed or not possessed in the same degree by workers on other jobs.

3. To determine which capacities and qualities of the younger generation we expect to advise will develop into such traits and characters as we find are in those who are satisfied and satisfactory and satisfied workers on the job.

W. J. D.

Vocational Guidance. By B. Stolberg. The Nation, June 14, 1922, pp. 717-18.

The writer, while keenly enthusiastic about vocational guidance, realizes some of its difficulties in a practical world.

W. J. D.

The Problem of Vocational Guidance in Correspondence Schools. By James McKinney, Educational Director, American School. Industrial Education Magazine, July, 1922, pp. 9, 10.

The writer emphasizes the point of view that there is no final choice of occupation until life ends; that other things being equal, the job is desirable in proportion to the number of roads leading from it to better jobs; that the right choice is the thing that concerns us most; that opportunities are continually being thrust upon us, and our duty as men is to choose wisely.

The article also discusses in detail the American School's plan of carrying out a Vocational Guidance program.

J. McK.

Vocation Guidance in Foreign Countries. By G. H. Miles. The Journal of the National Institute of Industrial Psychology, January, 1922, pp. 28-32.

A description of two types of methods adopted by the various Institutes, i. e.:

"(1) The aim is to make more widely known to children and teachers the characteristics of the common occupations; (2) More definite particulars are first obtained of a child's physical and mental characteristics by the aid of a series of scientific tests. These results, taken in conjunction with school records, past history and statistical information concerning the various occupations, afford very reliable material for successful guidance."

The writer describes the plan followed by Prof. J. W. Brewer of the Bureau of Vocational Guidance at Harvard University as a typical example of (1); and the plans followed by The Institutes at Brussels and Barcelona as examples of (2).

H. C.

"Where Foremen Find Time to Prevent Accidents." By George Earl Wallis. National Safety News, June, 1922, pp. 9-12.

An interesting account of a systematic safety program carried on by the Gender, Paeschke & Frey Company, manufacturers of sheet metal products in Milwaukee. The general safety committee and the foreman's safety organization comprise the two important elements in the plan, the former is responsible for the theory and practice of safety work, the latter is responsible for discovering and reporting of unsafe conditions.

H. C.

Ten-Minute Talks to Foremen; (unsigned) serially in FACTORY beginning in June, 1922.

Proposes a novel scheme to interest foremen in educating their men, and to post themselves more fully in company products, processes, and policies by paying foremen $1.00 for attending foremen's discussions.

The July installment discusses the importance of team-work and ways of securing it.

A. J. B.

Will Foremen Study? By B. M. Nussbaum. Industrial Management. April, 1922. pp. 229-233.

This is the second article of the series beginning in the March number of *Industrial Management* under the title "Foremen Training as a Factor in Cost Reduction."

Most executives admit the need of better trained foremen, but many doubt the advantage of installing courses for training foremen on the ground that their foremen will not study such courses. The author meets this objection by citing the facts learned from the records of more than 300 plants.

If the courses are too elaborate or make excessive demands not much can be expected from them; the average foreman has but a limited capacity for study. To avoid this difficulty "foremen conferences" have been tried. Unless the conference leader is especially gifted, this method is likely to consume time to little advantage.

The author believes that satisfactory courses can be arranged along any one of three plans:

1. Lecture Plan.
2. Conference Discussions.
3. Standard Group Study Courses.

The last course seems to be the most effective, while the second may be used for "post graduate work." The author is convinced that foremen will respond to courses:

1. If the right kind of study is provided;

and

2. If it is represented to them in the right way.

A table giving a comparative summary of three leading systems of foreman training by which a total of over 40,000 foremen have been trained is a very valuable feature of the article.

"Practical Training for Foremen," by P. L. Burkhard, IRON TRADE REVIEW, July 20, 1922, p. 169-172.

This is number IX of a serial. The fallacies of time work, piece work and other wage systems, and the advantages of the Bedaux Premium Plan are shown. The author claims that the Bedaux plan is the most scientific and the most conducive to greater production per man.

A. J. B.

The Training of Foremen. By Henry C. Link. Administration, July, 1922, pp. 88-98.

The principles of foremen training enunciated in this article recommend themselves not only on account of their simplicity, sound pedagogy and common sense but also, in this period of striving to reduce overhead costs, because of their tendency to economy.

Training of foremen should cover:

1. The technical and material aspects of their work.

2. The direction of the force over which they exercise supervision.

3. The proper interpretation of the policies and spirit of the management to the employees.

Only such phases of foremen training as are common to foremanship in any industry can be successfully undertaken by an outside institution. Practices, processes, traditions and policies peculiar to a particular industry or organization must be taught by it. The discussion method, led by foremen and department heads well versed in the subject under consideration, should be employed and meetings should be conducted on company time. In short "to be successful, the training of foremen must be conducted according to sound educational practices and by a management which knows what it wants its foremen to know and to do."

R. H.

Association News

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KENDALL WEISIGER, *Director of Education,* Southern Bell Telephone Co., Atlanta, Ga.
MRS. JANE WILLIAMS, *Director of Personnel,* The Plympton Press, Norwood, Mass.
L. J. ZOELLER, *Supervisor,* Employees' Service Department, The Procter & Gamble Co., Ivorydale, Ohio.

PERSONNEL ADMINISTRATION

September, 1922

Personnel Methods and Training

By Dr. C. R. Mann

Chairman, Civilian Advisory Board, War Department

TEN years ago personnel methods were crude and slow. The war brought the country face to face with the problem of selecting and placing 5,000,000,000 men in a new organization promptly and accurately. Machinery had to be developed quickly. Speed was the first essential, with such accuracy as could be secured.

Personnel Methods of the Army

The machinery developed by the Army consisted of four essential parts. The first was an occupational index, consisting of a list of terms accepted to define personnel, together with a specification for each term. This was a difficult thing to make because skilled workers in industry were not classified under any standard terminology and there were so many different titles and different meanings to the same title that much study had to be given to the selection of this standard list.

The second element in the war machinery was the classification card, on which was recorded the past history, training, experience and skill of each man. In filling out these cards, no effort was made at first to check the information given by the man himself. Later trade tests and other objective methods of rating were evolved, which made possible more accurate judgment of a man's capacity.

The third element in the war machinery was the psychological tests. This served to secure a rapid classification of the men with regard to native intelligence or mental alertness. They enabled a company commander quickly to make a rough classification of his men from this point of view.

ANNUAL MEETING

Notice is hereby given that the annual meeting of the National Personnel Association will be held on Thursday, November 9, 1922, at the William Penn Hotel, Pittsburgh, Pa. W. J. Donald, Secretary.

The fourth element was the training system which was found necessary to produce a sufficient number of skilled workers of the various kinds needed by the military organization. The training system was based upon the occupational index and gave intensive instruction designed to develop the skills called for by the specifications in minimum time.

War Time Value

In spite of its crudeness and the speed with which it was manufactured the army machine proved of enormous worth. All but three per cent of the 4,000,000,000 men called to the colors were placed with greater or less degree of accuracy in useful positions. The three per cent of the men not so placed were mental defectives and morons, who could not be used effectively in army work. Had this system existed in the beginning of the war, there is no doubt that many months' time would have been saved in the mobilization.

Developments Since the War

Since the war the army has been engaged in perfecting the system created to meet the emergency. The occupational index has been revised and the number of titles reduced from about 650 to about 150. These titles have been selected by conferences among the services and are now standard for the military establishment. A minimum specification has been drawn for each title, so that every position requiring technical skill in the army is now described accurately by a standard name and a clear but brief definition.

Experiments are still in progress with the trade tests and the psychological tests for the purpose of increasing the accuracy by which a man can be selected for training, and the certainty of the tests for determining proficiency.

A system of developing courses of instruction to prepare men to fill the jobs defined in the occupational index has been worked out. This is set forth in detail in a pamphlet published by the Adjutant General, called the Technique of Army Training. The steps in the process are the analysis of the specifications into instruction units, the selection of real jobs, which are taken up in order of difficulty to give gradually increasing skill, and the selection of questions and tests to check progress and proficiency. All instruction in Army Post Schools is carried on by the job method, and progress is determined by the mastery of jobs and not by the number of hours spent on each job.

Application to Civilian Life

Several civilian communities have become interested in the army method of personnel management and training. It is clear that many

benefits accrue to an industrial center if all firms in that locality use the same terminology for the same types of workers. Such a standard terminology can be agreed to if the industrial firms will take the trouble to get together and do it.

The specifications as to skill and knowledge which accompany the standard terminology are of great importance to the school system in constructing courses of study that will prepare young men and women to function in industrial life. Schools talk much about fundamentals, but this is the first specific method which enables them definitely to discover what fundamentals are. Emphasis upon these fundamentals of skill and knowledge, rather than upon the personal qualities, the hours of work, the method of pay, and other factors of this sort, sets specific objectives for training and supplies well-defined bases for selection.

Many industrial firms have been experimenting with tests for some years. Their value is appreciated and increasing as experience develops. Cooperation between the army and industries in these experiments would be most desirable. Many industries are also conducting schools for training skilled workers. It is reasonably certain that these schools will be able to increase their efficiency and train better workers in less time if they will base their training on carefully drawn job specifications, and will more carefully organize their subject matter to emphasize fundamentals.

Unity of Personnel Problem

In conclusion, let me indicate that the significant thing about the war experience with personnel and training is the recognition that it brought that the problem of personnel management and the problem of training are one and inseparable. The ultimate question is, how to organize the world's work so that every man will contribute his utmost to the general good. A solution of this problem requires careful specification of the work, and reliable methods of developing and measuring human capacities. Both must be expressed in terms which are homogeneous, so that the definitions of work can be interpreted in terms of human capacity. Clearly the schools can achieve better results when their objectives are specifically defined and better success in personnel placement can be had when school work is more nearly the same sort of a test of ability as is the world's work.

Cooperation of Industry and Schools

The conception that training and personnel is the one problem of man power indicates also that education is not limited to schools, but continues throughout life. Industries are, therefore, quite as

much responsible for the education of men as are schools, though industry educates by real work, and the schools by more or less artificial experience. Co-operation between industries and schools is needed to secure fruitful results. Every one knows that it pays to let men grow,—to release their energy in worthwhile work that they enjoy. The difficulty has been to organize so as to accomplish this result. The army experience indicates that there is no royal road to success in this field. Detailed work is needed. Specifications must be constructed with care and revised and revised again. Courses of study must be reconstructed each year and adapted to individual students. The community in which schools and industries have the vision to cooperate in this type of scientific personnel work, and training by real jobs, will find itself repaid many times over for the time, energy and money they may give to actually doing it.

Lecture Methods vs. Discussion Methods

In an endeavor to discover the best type of training class for particular subjects, The Atlantic Refining Company, with which the writer is associated, has undertaken various methods of training work. These activities have embraced mainly the technical aspects of oil refining, producing, accounting and Spanish. While it is too early to generalize all our findings, there has already appeared one sharp contrast worthy of note.

Two series of lectures on accounting topics were given; a third series of lectures, followed by discussion, is still in progress. The superiority of the latter method is already quite apparent.

The straight lecture series were both delivered to large groups of from 200 to 400 employees. No opportunity for discussion was possible. The chief benefits of these two courses were the esprit de corps created by a large group of employees meeting together in this manner, and some generalized knowledge of the workings of other departments. The lecture-with-discussion series is being held for the benefit of a group of fifty selected employees. The smaller group permits discussion of very concrete points which have been brought out in the lecture. Detailed outlines are placed on a blackboard, and actual accounting records are brought into class. After a fifty-minute talk by a member of the class on the work of his department, the subject is opened for general discussion. Questions are put to the speaker, examples cited, or opinions given. Every man feels free to ask or say whatever he pleases.

By accepting membership in this intensive training class, each man obligated himself to perform outside written assignment. The assignment has invariably been to write up the evening's discussion for the benefit of an imaginary new employee.

The assignments have in almost all cases been very carefully written up, affording splendid material for an instruction booklet on accounting of our organization.

The members of the class have been unanimous in stating that this course has given them greater benefit than any of the straight lecture courses.

E. J. Benge

Cleveland's Weekly Labor Survey of the Employment Managers' Group

By John W. Love

Industrial Newswriter, Cleveland Plain Dealer

WRITING in the April 17 issue of *Current Affairs,* official bulletin of the Boston Chamber of Commerce, on the unemployment situation, the distress caused and measures being taken by cities and Chambers of Commerce to cope with the local problem, William Leavitt Stoddard had this to say of the Cleveland Employment Managers' Group and its weekly labor survey:

> "If one lesson has been learned about unemployment during this depression it is this: we are groping in the dark—we need elementary, basic, current information. Americans are great counters. We count, officially, the number of idle freight cars, the number of busy or idle cotton spindles, the number of shares of stock or bonds sold per day, the volume of imports and exports, and a host of other invaluable things. Here and there in this broad land men have thought it worth while to count with a fair degree of accuracy the number of unemployed, or perhaps, to count enough to make a fair sample of the situation."

And thereupon Mr. Stoddard cites the weekly report on the unemployment situation in Cleveland made to its members by the Employment Managers' Group of the Cleveland Chamber of Commerce as an "excellent specimen of a worth-while count." As Mr. Stoddard's experience covers many years active investigation of employment conditions throughout the nation and a recent two months' survey of principal cities as a basis for his article quoted above, his tribute to the surveyors is highly significant.

This weekly survey of employment in the industries of Cleveland was begun in November 1920 and covered both men and women. In August 1921 a bi-weekly report covering women only was introduced. These reports continued as a regular weekly service until January 1922, when the committee decided to alternate each week with the two reports.

The survey has covered the labor changes in fifty large and medium sized establishments, in a variety of industries. It has shown the percentage of unemployment in the city compared to the peak employment record of May 1920; the hourly labor rates paid newly hired workers; production hours per week and the factor of overtime rates as well as part time work—all compared with peak figures of 1920. Myron J. Jones, Personnel Manager of The

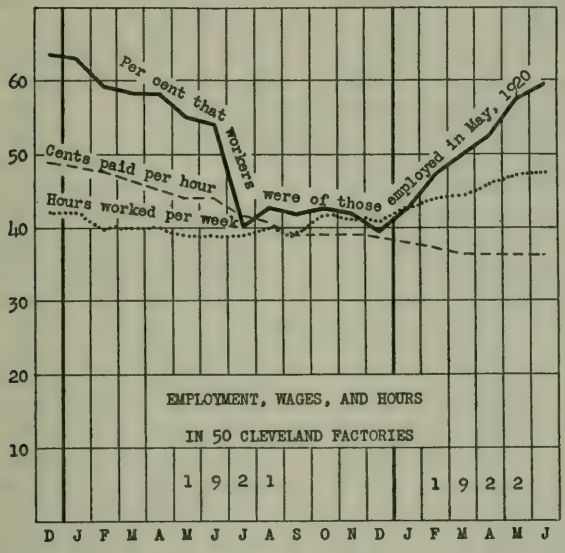
Industrial Fibre Corporation of America was chairman of the Survey Committee for the year ending December 1921 and on January 1st Rodney Morison, Jr., of the National Carbon Company as chairman-elect of the Employment Managers Group assumed the headship of the committee. Miss Laura B. Wise of the National Carbon Company directed the survey of the sub-committee on women workers. T. S. MacDonald, Secretary of the Industrial Management Council of the Manufacturers Board, Cleveland Chamber of Commerce, embracing Managers of Employment, Production and Accounting in the industries, has been the executive in charge of the statistical and research work done by the Survey Committee, and the success of this effort to give dependable information to members and constituents of the Employment Group has been very largely due to his prompt, persistent and accurate effort.

While this labor survey has been primarily useful to the Management Executives of Cleveland industries, including officials responsible for production, finance, labor relations, employment and statistics of cost, and while the reports have not been given publicity outside the participating Group members, the Survey Committee has *"by request"* made the reports available to some business and public service organizations. An arbitration board, Secretary Hoover's Unemployment Conference at Washington, The Cleveland Trust Company's statistical department, the Babson Statistical Bureau and Professor S. S. Schlicter of Cornell University (Author "Factory Labor Turnover") are among the outside regular recipients of these reports.

Vice-President Leonard P. Ayers of The Cleveland Trust Company, in commenting upon this survey to Professor Schlicter, said: "It is by far the most accurate and comprehensive index of employment conditions in Cleveland industries I have found." And in the June 1922 issue of the Business Bulletin of The Cleveland Trust Company, which covers in brief analysis the commercial and industrial conditions in Northern Ohio, Colonel Ayers presents a resume with graphic diagram of the employment situation based on the seventeen months' figures of the Cleveland Employment Managers Group as follows:

> "Employment conditions continue to improve in Cleveland. The improvement began to be apparent early in January and has continued without interruption since that time. Returns from industrial establishments indicate that the number of workers is steadily increasing, and reports of relief agencies show that the period of acute unemployment has passed.

"In this Employment Diagram, the three lines show the relative number of employees, the hours worked per week, and the cents paid per hour to newly hired, unskilled male workers in 50 Cleveland factories that employed about 50,000 hands in May, 1920. The number of workers fell during the depression until last July, when it was only 40 per cent



of the number on the pay rolls at the peak period of May, 1920. It stayed at that low level during the last half of 1921 and began to rise in the first month of 1922. During the first six months of 1922 the number of workers in these establishments has increased 50 per cent. It is still far below the number employed in the spring of 1920, but it is steadily rising.

"During this same period that is represented in the diagram the average hiring rate of pay for unskilled men has fallen from 49 cents to 36 cents an hour, and it has apparently now stopped falling. The number of working hours in the week has been rising since the beginning of the year and still continues to go up."

Collaboration of nine members of the Survey Committee with the central office in securing the revision of rates and data each week is responsible for the continuing freshness, accuracy and

dependability of these reports. It has been more than co-operation—it has been real team-work of experts.

A specimen copy of the survey as issued June 6, 1922 is reproduced herewith:

BI-WEEKLY SURVEY OF TUESDAY, JUNE 6, 1922

Taken by: The Survey Committee of the Employment Managers Group of the Manufacturers and Wholesale Merchants Board—Cleveland Chamber of Commerce.

51 Firms Report as Follows:

Number workers under normal conditions	49,477		
Number workers today	29,167		
Showing decrease of	41%	Previous Report	43.35%
Total production hours show decrease of	54%	Previous Report	56.00%

Expect to increase workers (within next two weeks)	No—30	Yes—20
Expect to decrease workers (within next two weeks)	No—50	Yes— 0
Expect to increase wage (within next two weeks)	No—50	Yes— 0
Expect to decrease wage (within next two weeks)	No—39	Yes—10
Reduced piece work rates since May 1st, 1920	No— 6	Yes—41
Reduced day rates since May 1st, 1920	No— 1	Yes—50
Overtime paid for more than 8 hours	No—36	Yes—12

Hiring Rate—Common Labor May 1st, 1920		Hiring Rate—Common Labor Present	
1	reports 44	1	reports 25
2	48.5	1	26
9	50	11	30
2	50 plus 10	10	35
1	50 to 53	5	36
2	52	1	37
16	55	1	37.5
1	55 to 60	1	38
1	56	1	39.5
1	57.5	7	40
1	57.5 to 60	1	41
2	58	2	45
1	58.5	2	50
2	60	Average Rate—35.77	
1	67		
1	68		
Average Rate—54.6			

Hrs. Pd. Normal	Per week Present	Hrs. Pd. Normal	Per week Present	Hrs. Pd. Normal	Per week Present	Hrs. Pd. Normal	Per week Present
63.5	44.5	55	50	50	50	50	50
40	50	55	55	49.5	49.5	50	50
50	50	55	55	55	55	44	44.5
44.5	45	44	44	50	49.5	55	40
50	50	60	40	44	44	55	55
55	24	55	49.5	50	50	50	50
49	35	55	50	55	45	50	50
55	32	49	49.5	55	60	48	50
60	40	48	60	60	57	48	40
55	32	54	48	45	45	49	44
50	51	60	50	51¾	55	50	44
48	42.9	60	54	48	54		25%—35
	1/3—40		20%—40			48	
52		44					75%—48
	2/3—52		80%—44				

Percentage of Increase in Cost of Living as of 1914 in the U. S. as a Whole

July	1914	.0%	Mar.	1920	94.8%	July 1921	61.6%
June	1915	.5%	July	1920	104.5%	Aug. 1921	62.0%
July	1916	8.7%	Nov.	1920	93.1%	Sept. 1921	64.8%
July	1917	31.3%	Jan.	1921	81.2%	Oct. 1921	63.7%
July	1918	52.2%	Feb.	1921	76.3%	Nov. 1921	63.8%
Nov.	1918	66.0%	Mar.	1921	68.6%	Dec. 1921	62.7%
Mar.	1919	60.5%	Apr.	1921	67.6%	Jan. 1922	61.4%
July	1919	72.5%	May	1921	65.7%	Feb. 1922	57.7%
Nov.	1919	82.2%	June	1921	61.9%	Mar. 1922	54.7%
						Apr. 1922	54.8%

T. S. MacDonald, *Secretary,*
The Employment Managers Group.

The "Tech Owl."

The "Tech Owl" is the official organ of the Students' Association of the Westinghouse Technical Night School, at East Pittsburgh. It is published monthly and at present has a circulation of about 1,400 copies. In the twenty pages enclosed between its covers will be found material which includes articles, school notes, witticisms, and advertising, that is on a par with that of the average college publication.

Although the "Owl" is published by a technical school, it is not a technical magazine. Its material is more of a nature that will inject enthusiasm, give the students a better appreciation of the opportunities which the school offers them, and enable them to obtain the proper view of the position the graduate will hold in life. By means of articles of a lighter vein it helps lighten the burdens which rest on the shoulders of the students, for with classes three nights every week and a plentiful supply of homework for the other nights, the way of the student is not bedded with roses.

Because of such a busy life, and because there is not a great opportunity for members of the various classes to become acquainted, it might be thought that "school spirit" would not prevail to any great extent. This, however, is not true, and the great extent to which the "Tech Spirit" does prevail is due, in a great part, to the efforts of the "Owl" in spreading information of the various school activities throughout the Association.

Every student is a subscriber, because the pay for his subscription is included in the Students' Association dues. The alumni usually continue their subscriptions after graduation and part of the revenue which makes the publication possible is received from these two sources. The greater part of the income is derived from the advertising, of which there is a liberal amount.

The editors, with the exception of those of the alumni department, are chosen from members of the Students' Association. Each class selects reporters and usually from these men are chosen the editorial staff. The Executive Committee of the Association chooses men who show ability of an editorial nature for the minor positions on the staff, and these men receive their training in these positions. This period of training consumes from one to two years, depending upon the classes from which the embryo editors are chosen, and leads to the more important positions on the staff. In this way the positions of importance are usually filled by seniors, although exceptional ability may be recognized by giving its possessor an important position on the staff before he reaches his senior year. Such is the case with this year's editor-in-chief, who is a junior.

The alumni editors are chosen by the Alumni from its own members, and they are considered a part of the editorial staff.

The "Tech Owl" is the means by which the students are kept in tune, made aware of their opportunities, and given some relaxation from their daily grind. Above all, it is the primary instrument in producing that very necessary quality, "Esprit de Corps." It is unnecessary to say that the members of its staff and those who contribute to it are the ones that receive the greatest benefit from the "Owl." The training which comes from the preparing of articles, either writ-

ing or correcting them, cannot be estimated. Those, whose duty it is to care for the business end, come into a close touch with real business problems, and with modern business methods. If the paper existed merely for the training of the staff members and for its broadening influence upon them, it would be well worth while.

F. E. BURKE
Westinghouse Electric and Mfg. Co.

New York Telephone Co. Employees' Savings Plan.

In response to a widespread and insistent demand on the part of the employees of the New York Telephone Company for some permanent savings plan, the Company developed and inaugurated a plan which in general provides for the opening of individual accounts for employees in selected savings institutions, the Company acting as the agent of the employee in the establishment of his account, in the depositing therein of amounts withheld from salary under his authorization, and in the withdrawal of money therefrom upon his order. This arrangement affords a complete savings bank accommodation without the necessity of a personal visit to the bank on the part of the employee. At the same time full control of the account is left in the hands of the employee depositor.

Under this plan an employee may—

(1) Open a savings account at any time.

(2) Deposit currently, by deduction from wages, as much or as little as may be desired.

(3) Increase or decrease the amount of regular deposits, waive them temporarily, or discontinue them permanently at any time by notice to the Company.

(4) Withdraw any part or the entire amount of the savings at any time, subject only to the right of the bank in time of financial emergency to require from 30 to 60 days' advance notice.

(5) Take his account out of the hands of the Company and establish direct relations with the bank in which it is carried or terminate the account entirely at any such time as he may see fit to do so.

Throughout, under the provisions of the plan, the Company acts merely as the employee's agent and in strict compliance with his instructions in all matters affecting his savings account.

The flexibility and availability of the plan as a means for accumulating funds for taxes, insurance, vacations and other personal expenditures, as well as for investment purposes, have made the plan popular.

The plan, which has been in operation about one year, has more than 4,600 depositors who are saving approximately $636,000 a year through the facility provided by it. This comment on the thrift of the employees of the New York Telephone Company is especially interesting when it is realized, that in addition to the above saving, more than 20,000 of the Company's employees are subscribers under a stock purchase plan in which they are, through regular deductions from payroll, paying for approximately 93,000 shares of American Telephone and Telegraph Company stock, representing an annual saving by the employees of $3,354,840.

Vocational Training in Ohio

Dr. D. J. MacDonald, formerly of the University of Cincinnati, has become head of the Department of Vocational and Commercial Education at The Ohio State University. Pro-

fessor MacDonald has been training leaders for foremanship classes at Procter & Gamble Company, National Cash Register Company and the American Rolling Mill Company, as well as directing some work in the training of instructor foremen. In some Cincinnati plants where the work was carried on by Dr. MacDonald's assistant, Mr. L. A. Flagler, the plant officials found it possible to do away entirely with their small training departments after their foremen had been trained to instruct their men properly.

This work is really extension work under the Smith-Hughes Law, which provides for at least one-half of the funds coming from the State. It also includes the training of shop teachers for public school purposes, as well as the training of teachers of related subjects, for example, mechanical drafting, trade mathematics, trade science, etc., the training of teachers for part time pupils, and the training of teachers of retail selling. It is the intention of the Ohio State Board to centralize all of the work of this character at the Ohio State University. Up to the present there had been three centers at which this work has been carried on; namely, the University of Cincinnati, Ohio State University and Cleveland. During the coming year the centers will be Cleveland and Columbus, and a year later it is expected that all of the work will be centered at Columbus. It is expected that Professor MacDonald will give definite attention to the very much neglected field of training commercial teachers.

Employment Service—Four National Engineering Societies

The Four National Engineering Societies, the offices of which are at No. 29 West 39th St., New York City, probably maintains the best *free* employment bureau connected with any industry or profession in the United States. Members of many affiliated societies and organizations are available through this service bureau, so that it is in fact a National clearing house for engineering talent of all kinds.

The bureau has advised the National Personnel Association that members who are officials of or connected with organizations in which a central personnel department is not maintained, are at this time given a cordial invitation to make free use of the bureau by advising the various departments in their organizations of the existence and usefulness of the Engineering Societies Employment Service.

The bureau is in a position to furnish readers of Personnel Administration help in securing men of engineering training and experience.

The administration of the bureau is in charge of Mr. W. V. Brown, Manager, Employment Service, Engineering Societies Building, No. 29 West 39th St., New York City.

Commercial Engineering Conference Held in Pittsburgh—May 1 and 2, 1922

The Second Conference on Commercial Engineering called by the United States Bureau of Education was held in Pittsburgh on May 1 and 2, 1922. The delegates to the Conference consisted primarily of representatives from the Schools of Commerce, Schools of Engineering and Industry.

The consensus of opinion seemed to be that we should give a broader training to those who are to carry on the responsible work in American industry. Specialization was particularly condemned and great emphasis was placed on the fact that most of the students' time should be spent in

acquiring "fundamentals," and an ability to analyze facts as well as to memorize them.

More emphasis on Economics and English in the engineering curriculum was suggested.

The point was also made that a large percentage of the technical graduates go into other lines than those for which they are specifically trained and that our next generation will probably be called upon to bring to bear the same kind of trained analytical ability in solving our problems of distribution which this last generation has applied to the problems of development and production.

C. S. Coler,
Westinghouse Electric and Mfg. Co.

Americanization Activities

The John B. Stetson Co. started its Americanization program three years ago, adopting the slogan "Every Stetson Employee an American Citizen, able to read, speak and write the English language."

We have 976 foreign born in our employ, representing 26 different nationalities. Twenty-nine per cent of our employees are of foreign birth. Six hundred and fifty-six are full citizens. 187 applied for their First Papers and 130 have their Second Papers. Only three employees have not taken any steps toward citizenship and those are not old enough to apply. We have assisted 160 in securing their Final Papers. All who have applied for their First and Second Papers, in addition to the 160 who received their Final Papers, have been assisted by our Americanization representative.

We have an Americanization School with an enrollment of 200, conducted under the direction of the Board of Public Education. The Board of Education furnishes a principal and eight teachers. We furnish an Americanization Superintendent and eight Foremen, who act as Secretaries in the eight classes. The classes meet every Wednesday and Friday afternoon from 4.30 to 6.00 o'clock. Eight classes are maintained with an average attendance of 20 per class and a term average of 76.64%.

Twice a year we have a social and entertainment for the foreign born and their families. Music, Magic, Moving Pictures and an encouraging address are a part of the entertainment. After some refreshments, the children are invited to use the sliding board and enjoy other games provided for the occasion. Altogether, the affair is a real family party.

Th Officers of the Company and Foremen and their families commingle with the men and their families and all enjoy the spirit of good fellowship that pervades the entire program. We forget all about making hats and learning lessons and enjoy an evening of real pleasure.

When the men and their families go home they have formed a tie of friendship and good feeling that cannot help but make the relations of the men and the management just a little closer and more fraternal.

We have never undertaken anything that has been more productive of good results than our Americanization program.

M. D. Gehris,
John B. Stetson Co.

Reviews and Abstracts

Industry and Human Welfare. By William L. Chenery. MacMillan & Co., 1922, pp. xiv + 169.

The world needs many more dispassionate compilations of facts and historical treatises such as Mr. Chenery has given us in this small volume. There are many who may disagree with his conclusions but comparatively few are likely to dispute his basic facts or their presentation. If he has erred at all in this presentation it is in not considering as important the many employers who have given far beyond the standard of their day in dealing with employees and so have been beacon lights as to the possibility of better conditions.

Among other things Mr. Chenery demonstrates conclusively that in the matter of working hours, sanitation and standards of living there has been an almost continuous evolution. Child Labor, the twelve-hour day and longer, as well as other working conditions existed before the industrial reform, as did petty tyranny in place of widespread corporation tyranny. The main retrogression seems to have been in security of employment. Industry a hundred years ago was more often an avocation or side line and so, if it ceased did not mean destitution, while to-day factory labor is the sole support of millions without anything else to fall back upon in dull times. He is, of course, right in presenting seasonal work as one of the outstanding problems of the next few years.

In speaking of the status of workers, he quotes from the 1914 census to show that "nearly three quarters of the industrial workers of the country are employed in establishments owned by corporations. Only about five per cent work in factories owned by individuals." This results in a sort of absentee ownership which is hard to hold responsible. A page further he quotes the younger Rockefeller: "Surely it is not consistent for us as Americans to demand democracy in government and to practice autocracy in industry," and goes on to say that "The statement is true, but it is also true that present industrial organization is an offshoot of the family system rather than of governmental forms."

The whole book is readable and will repay careful attention by anyone interested in the trend of industry or the progress of society. It should help clear thinking on a good many topics.

Samuel S. Board.

Modern Industrial Movements. By Daniel Bloomfield. H. W. Wilson 1920. pp. xx + 507. Price, $2.40.

This source book of articles covers the following general topics: Workers' Cooperative Movement, Syndicalism, Industrial Unionism and the I. W. W., Shop Stewards, Scientific Management, Sharing, Bolshevism, Labor Parties, Industrial Reconstruction Problems. It also includes a classified bibliography. W. J. D.

Constructive Experiments in Industrial Co-operation Between Employers and Employees. Edited by Sam A. Lewisohn and Parker Thomas Moon. Proceedings of the Academy of Political Science, January, 1922, Vol. IX, No. 4, pp. 1-256.

This volume comprises the addresses delivered at the November, 1921, meeting of the Academy in joint session with the former Industrial Relations of America. The program grew out of the work of a Research Committee of the Academy headed by Mr. Sam A. Lewisohn as chairman. While the papers cover the subject largely from the point of view of what employers have done and can do in taking the initiative, it also covers governmental activities in the field of industrial relations. A selected bibliography by H. Faldman is a very useful appendix. W. J. D.

Women in Chemistry. Study No 4 by the Bureau of Vocational Education. New York, 1922, pp. ix-272.

An outline of the opportunities for women in chemistry and its border fields bacteriology and physiology. W. J. D.

Management's Responsibility in Industrial Relations. By Mary B. Gilson. Wellesley Alumnae Quarterly. May, 1922.

Emphasis is laid on the proper attitude of management to the establishment of an industrial relations department—a fair and square attitude, and confidence of employees in the motives. The function of the personnel director is defined as follows: "He is the tool which helps to mold the labor policies evolved out of group viewpoints and group psychology. It is his business to work hand in hand with the members of the works council and the executives of the plant, not attempting to steer or guide their opinions, but acquainting himself thoroughly with their desires and aims, serving not only as a means of communication between them and the management but also as an influence in bringing about harmonious government based on sympathetic understanding." It is not enough for persons wishing to enter the great and enlarging field of industrial relations to "like people."

Scientific Management and the Human Factor. Industrial Welfare. April, 1922. pp. 140-3.

An outline of the Taylor School of Thought. The article emphasizes the necessity for basing every innovation on the principle of equal benefit to the worker, the employer, and the community.

Personal Relations in Scientific Management. By M. O. Truesdale. Administration, July, 1922, pp. 47-52.

In this article an account is given of the personnel activities at the Cloth Craft Shops of the Joseph and Feiss Company of Cleveland. The successful operation of this organization is attributed to the spirit of cooperation existing between workers and management. The diverse functions and activities of the Employment and Service Department keep the relationship of employee and management one of mutual understanding and cooperation. The Operatives' Association advances the interests of management and workers through councils of operatives, foremen and management. Various bonus payments are designed to increase production, improve quality, decrease absence, foster thrift and lower labor turnover. R. H.

Re-Establishing the Profits of the Small Factory. By Ernest Cordeal. Industrial Management. April, 1922. pp. 251-254.

The author believes that the abnormal conditions in the labor market during the boom time bore most heavily upon businesses of moderate size; but he believes the present depression offers an opportunity to put the personnel system upon a sound basis.

It is not feasible for a small factory to maintain an elaborate personnel organization; but it is desirable and practical that every factory have a definite system and not leave the problem of its "hiring and firing" to its several bosses and foremen. In the same way, there should be definite policies as to promotion.

"In times such as the present, when labor is plentiful and when the full attention of executives is not constantly occupied in endeavoring to keep up production, is found the best opportunity to effect a complete reorganization of forces and to build up a system which will give the greatest assurance of freedom from the evils of heavy turnover and low labor efficiency."

Personnel Problems and the Business Cycle. By Paul H. Douglas. Administration, July, 1922, pp. 15-27.

This article presents a careful analysis of the effect of changing conditions in business on the various phases of industrial relations. The bearing of general economic conditions on labor turnover, wages, hours, production, absenteeism, etc., is considered and the natural expansion and curtailment of personnel work traced. A plea is made for intelligent effort toward stabilization of business or, if this is impossible, for constructive public measures during times of depression. R. H.

Industrial Relations Management As Affected By Group Insurance. By Wm. F. Chamberlain. Published by Travellers Insurance Co. pp. 34.

This is an interesting discussion of the effect of group insurance on personnel administration—including employment, training, operating, protection, general service, and finance.

"How We Made Last Year Our Best Year." By George M. Verity, President, The American Rolling Mill Company. System, July, 1922, pp. 19-23-79.

A discussion of the benefits derived from the pursuit of a steady, honest, co-operative policy, both with regard to customers and employees.

Then and Now in Business. By Lee K. Frankel and Alexander Fleisher. Administration, July, 1922, pp. 1-6.

There is nothing new under the sun, as even the more progressive industrial institutions who are priding themselves on their personnel work may learn from the leading article in Administration for July. The authors trace the development of the relation of employer and employee from the time of the guilds to the early Victorian period using illustrations drawn chiefly from England but also from France, Germany and the United States. Interesting data are given concerning the fixing of hours and conditions of work and the introduction of such welfare features as company stores, recreation halls, athletics, medical care and sanatoria, housing, thrift plans, employee education, profit sharing, etc.

R. H.

The Outstanding Features of Dennison Management. By H. Feldman. Industrial Management, August, 1922, p. 67.

This article begins what promises to be an extremely interesting series of papers describing the management of the Dennison Manufacturing Company. The author has evidently had ample opportunity to obtain the facts which are pertinent, facts which in most cases would be regarded as more or less confidential. He presents these facts in a style which reads almost like a story. Among the subjects treated in the first installment are: Analyzing and anticipating cyclical movement; preparing salesmen for the storm; releasing ideas for depressions; withholding advertising appropriations for depression years; saving up for unemployment; fostering export trade for stabilization; basing purchasing methods on the business cycle; using the moving average as a weather vane; stabilizing growth; reasons for the inhibited expansion; who makes the policy; the elimination of absentee control; the Dennison partnership plan.

H. C. L.

Our Machine Civilization. By Raymond B. Fosdick. Published June, 1922, pp. 1-19.

This article is an address delivered at the Commencement Exercises of Wellesley College on June 20, 1922, emphasizing the need for new controls in our developing civilization.

W. J. D.

Methods for Determining the Cost of Living. Reprinting from Management Engineering, April, 1922. Monthly Labor Review, May, 1922, pp. 85-97.

This article is a detailed account of the methods of determining the cost of living as used by the American Rolling Mills Company, Holt Manufacturing Company, National Industrial Conference Board, and the United States Bureau of Labor Statistics. Tables are presented showing the articles and quantity to be considered in determining the cost of food, clothing, shelter, fuel and light, furniture and furnishings, and sundries, or miscellaneous items. The material given in this article, together with an analysis of the "Consumption of Food by the Average Working Men's Families," given on pages 77-80 of the same publication,

forms an excellent basis upon which any company or organization may construct a local cost of living budget.
B. H.

What Is Personnel Research? By Robert M. Yerkes, Personnel Research, June, 1922, pp. 56-63.

It is defined as the study, by scientific methods, of man in relation to the trades, arts and professions. It is concerned with the human as contrasted with the mechanical factors in agriculture, commerce, government, education and other occupational spheres. W. J. D.

Co-operation of Workers in Study of Industrial Personnel Matters. By Samuel Gompers. Personnel Research, June, 1922, pp. 53-55.

An endorsement of the application of science to the study of personnel problems. W. J. D.

Industrial Housing. By C. L. Wooldridge. pp. 1-11.

An address before The American Iron and Steel Institute, May 26, 1922, by the General Superintendent of the Carnegie Land Company, giving the experience of the U. S. Steel Corporation subsidiaries. W. J. D.

Comments on Industrial Relations. New Jersey. Vol. VIII, No. 12, pp. 1-18.

A symposium of comments by newspapers, magazines, business men and industrial experts. W. J. D.

Industrial Relations Conference. Published by Department of Labor and Industry, Pennsylvania, Vol. IX, Series of 1922, No. 2, pp. 1-252.

The proceedings of the Industrial Relations Conference held at Harrisburg, October 24-7, 1921.
W. J. D.

The Coal Controversy. By the Research Department. Commission on the Church and Social Service. May, 1922, pp. 1-64.

An effort to "correct misapprehensions as to known facts concerning the coal industry, to give wider currency to the results of valuable studies already made, to show the need of more facts and to clarify the moral issues of the present controversy."
W. J. D.

Capitalism Versus Socialism in the Light of the Present World Economic and Financial Situation. By B. M. Anderson, Bulletin, Vol. II, No. 3, June, 1922.

A well-reasoned discussion of the subject which was delivered at the June, 1922, conference of the League For Industrial Democracy.
W. J. D.

Memorandum on the Strike Situation in the Packing Industry. Published by Swift & Co. 1921. pp. 1-10.

It is explained that the wartime arbitration had no relation to the strike, that the assemblies under the plan of employee representation favored the reduction in wages, that the strike was called by the Union leaders, that the methods used by the unions were lawless and kept many loyal workers away from work, that the strike was a failure in point of numbers out. The company stood by the policy of "to man the business in co-operation with their own employees without outside interference."

Coronada Coal Co. vs. United Mine Workers. By Walter Gordon Merrit. pp. 1-12.

An analysis of the decision of the United States Supreme Court in the Coronada coal case. W. J. D.

Industrial War in Chicago. By George E. Hooker. New Republic, June 7, 1922, pp. 30-42.

A summary of the situation in Chicago in the Buildings Trades. While the author is against the open shop, he urges reform from within the Building Trades Unions rather than destruction by the Citizens Committee. W. J. D.

Strikes and Lockouts in the United States, 1916-1921. Monthly Labor Review, May, 1922, pp. 181-189.

The Labor Bureau, in this report, gives information as to the number of strikes and lockouts in the United States by months, states, and principal cities, from 1916 to 1921. Strikes are also classified as to "Matter of Dispute," "Number of Persons Involved," "Industry," and "Occupation."

The number of strikes in 1921 was 2164. This was approximately one-half of the number of strikes which occurred in 1917, and practically a 30% decrease from the number of strikes which occurred in the years 1918, 1919, and 1920. There was approximately the same reduction in the number of lockouts during the same year. In 1920 the number of persons involved in strikes and lockouts was 998,805, considerably less than during the previous five years. B. H.

The Basis of Railroad Wage Settlements. By Benjamin Baker. The Annalist, July 3, 1922, pp. 3-4.

"The tendency of the wage-fixing theories urged by Mr. Jewell (head of the national shop crafts) on the Labor Board, and supported by liberal economic thinkers, is almost inevitably toward the ultimate extinction of private capital and private direction of industry. In this fact lies the great significance for this country of any adoption of the Australian theory of wage-fixing. That theory unquestionably represents a step which should be taken here in part, in justice to the lower grades of workers. A living wage—a minimum—is a practical necessity to social sanitation.

The whole article is an interesting and illuminating comment on the Australian Governmental method of wage-fixing. A. L. R.

Adjusting Wage Rates According to the Versatility of the Employee. By Thomas Warner Mitchell. Management Engineering, August, 1922, pp. 71-73.

The article presents a rate adjustment plan to meet the problem of high turnover existing in a plant where there is frequent need of transferring operatives from one class of work to another. It also states what the plan has accomplished in a specific case after a few difficulties had been overcome. The moral of the plan is, "Systematically offer your employee all the opportunity for individual development and advancement that your business can afford." R. H.

Decisions of the Railroad Labor Board. Monthly Labor Review, July, 1922, pp. 93-101.

The two decisions of the Railroad Labor Board reducing the wages of maintenance of way employees and railway shopmen which resulted in the nation-wide strike of these workers are given together with the statement of the Board as to the present purchasing power of wages as compared with December, 1917. The main points in the dissenting opinion of the three labor members of the Board are also given. B. H.

Efficiency of American Labor. By Ethelbert Stewart, U. S. Commissioner of Labor Statistics. Monthly Labor Review, July, 1922, pp. 1-13.

The much discussed question of the efficiency of American labor, particularly in comparison with the standards of output which prevailed prior to the war, is the subject of the principal article in the July number of the *Monthly Labor Review,* contributed by Ethelbert Stewart, U. S. Commissioner of Labor Statistics. Mr. Stewart shows that the basis for much of the current belief that the American workman is not as efficient now as formerly is found in general statements which have no backing of statistical proof. Against this state of affairs he presents considerable data from particular industries showing that a proper consideration of all the elements entering into production does not evidence a general slackening of effort on the part of the workers but in a number of industries increased efficiency is shown. Mr. Stewart urges the need of time-cost studies as a basis for scientific measurement of labor efficiency not with a view to "speeding up" industry but for the purpose of establishing a definite standard by which the work may be judged. B. H.

What Chambers of Commerce and Trade Bodies Are Doing to Improve Industrial Relations. Bloomfield's Industrial Relations, July 1, 1922, pp. 1162-64.

"Only 48 chambers of commerce and trade bodies (from a survey of 500 leading organizations) have a special section, bureau of committee to deal with, study or report on labor relations."

This article describes the efficient work accomplished by some of these special committees.

It would seem to suggest a field of activity for those interested in industrial relations. Many are doubtless associated with such organizations and would do well to encourage increased interest of these bodies in the subject. A. L. R.

Building and the Public. By Walter Drew, Counsel, National Erectors Association of N. Y., No. 51 of the N. A. M., p. 24.

Methods of closed shop control are revealed and the menace to the public made clear. The public interest is paramount and the problem is a community problem, settlement of which cannot be left to contractors. A remedy for the present evils is proposed.

A Constructive Union Agreement. Law and Order. July, 1922, pp. 202-3.

The agreement at Henry Sonneborn & Co., Inc., of Baltimore with the Amalgamated Clothing Workers of America is reprinted in full. It provides for both time and peace work; the maintenance of the efficiency of the workers, the power of discharge subject to review, impartial machinery for adjusting disputes, and future of the establishment of an Unemployment Fund.

The Economics of Unionism. By Alvin H. Hansen. Journal of Political Economy. August, 1922, pp. 518-31.

It is the thesis of this article "that the struggle between labor and capital in so far as it is a trade-union struggle for an improved status in the existing economic order—we are not here considering the revolutionary phase of the labor struggle—is essentially a struggle over the supply of labor, a struggle on the part of the laborers to make labor scarce and

therefore dear, and a struggle on the part of employers to make labor plentiful and therefore cheap. Each side is striving to bring about those 'social arrangements' which make labor scarce on the one hand or plentiful on the other. An attempt will be made to show that in so doing each is following its own self-interest, that there results therefore an unavoidable conflict of interest and an inevitable struggle." W. J. D.

How the Open Shop Brings Prosperity. By Noel Sargent, Manager of the Open Shop Department. National Association of Manufacturers. 24 pp. No. 50 of the N. A. M.

"Facts and figures showing 56 per cent more building where the construction industry is on an open shop basis, with unemployment 126 per cent greater in closed shop towns."

The Struggle for Industrial Liberty. By Walter Gordon Merrit. A series of articles appearing in Law and Order beginning April, 1922.

This series covers: The Historical Background, Governmental Restrictions on Economic Power, Freedom of Contract, The Right to Work, The Debs Case, The Boycott, The Legislative Campaign of Organized Labor, What Happened to the Legislation, Legal Responsibility of Labor Unions, Public Rights, Organized Labor and Constitutional Limitations, Comparison with Great Britain. W. J. D.

The Hon. Newton D. Baker on the Employment Relationships. Law and Order, June, 1922, pp. 171-172.

A statement of Mr. Baker's position as president of the Cleveland Chamber of Commerce on the question of the open shop. W. J. D.

Los Angeles and the Open Shop.

A series of pamphlets issued by the Merchants and Manufacturers Association of Los Angeles on the value of the open shop to Los Angeles prosperity. W. J. D.

"Employees' Representation at Swift and Company." By John Calder, Manager of Industrial Relations. Management Engineering, June, 1922, pp. 376-377.

Excerpts from a paper read at Detroit at a meeting of the Society of Industrial Engineers, April 26, 27.

"The Swift Representation Plan is very simple, namely, joint conference, with power to effect binding decisions by a two-thirds vote, of equal numbers of appointed management representatives and elected employee representatives, and joint committee work on all details with power to effect decisions where the committees are unanimous."

Results of Employees' Advisory Council of the Elgin National Watch Co. By Herbert E. Fleming. Management Engineering, August, 1922, pp. 81-86.

The origin and make-up of the Employees' Advisory Council of the Elgin National Watch Company and also the substantial gains it has brought to the employees and company are described in this article. The Council, made up of 19 employees who are elected annually, considers all questions of general interest and brings to the attention of the factory management such matters as in the opinion of the Council are important enough to require it. In all cases it has represented the sentiment of all the employees. By all its activities the Council has contributed to the conserving of the prosperity of the company because it has secured tangible gains in matters vital to the employees. R. H.

The German Works Council. By Emil Frankel. Administration, July, 1922, pp. 37-40.

The scope of power given to the Works Council by the German law of 1920 is outlined and the cooperation between this council and the trade unions discussed. The German workers realize that though the present law gives them far less voice in management than they desire, it has greatly advanced and strengthened their position in their individual establishments. R. H.

Mitten Management and Men. Law and Order, April, 1922, p. 103.

The story of how employee representation has worked out on the Philadelphia Rapid Transit Co.

Wage Readjustments in the Colorado Fuel and Iron Co. During 1921. Published by the Colorado Fuel & Iron Co., February 15, 1922. 4 pp.

This paper explains the steps taken in the readjustment of wages, the place of the Industrial Representation plan and the functioning of State Industrial Commission. W. J. D.

Whitley Councils and Industrial Welfare. By Fred H. Hand. Industrial Welfare, January, 1922, pp. 9-11.

The welfare movement is greatly encouraged by most councils. The establishment of works committees is the part of "Whitleyism" on which the initiation and carrying out of welfare work generally and mainly devolves. In the British Pottery Industry a systematic effort is being made to establish works committees in every factory the National Council having recommended to employers that welfare work of certain kinds be carried into effect. The results are already mighty satisfactory in all factories. W. J. D.

"The American Shop Committee Movement." By Paul Studensky. The Survey, June 15, 1922, pp. 406-408.

A lucid exposition of the American Shop Committee Movement. The writer differentiates the two types of shop committees—one, ignoring unions and offering no place for cooperation—the other, recognizing unions and developing in conjunction with unions.

Because of business depression the tendency has been towards the anti-union type of shop committee, but the writer predicts that in the next few years unionism will increase tremendously in power and in members and that, unions, then, will demand recognition. H. C.

A New Point of Contact. By Robert R. Hyde. Industrial Welfare. October, 1921. pp. 416-7.

Hitherto the only point of contact between the employer and the employed has been a money transaction and that must give place to a new and more human one.

The Employer's Part. By Sir Andrew R. Duncan, Vice-President of the Shipbuilding Employers' Federation. Industrial Welfare. October, 1921. pp. 410-1.

The article emphasizes the need for a mutual spirit of understanding and confidence and insists on the employer's responsibility for training, especially for the young.

Industry Humanized. By Rt. Hon. Arthur Henderson, M. P. Industrial Welfare, January, 1922, pp. 7-8.

The hopes of the war-wearied producers were centered in a more humane form of economic organization in which they would be raised to a higher status more consistent with a partnership equality than the obvious inferiority which was one of the evil fruits of the industrial revolution and in which the true function of industry will be recognized as being to provide the material means for a good social life for all who form a society which should be a fraternal unity. The status of the workers should be definitely elevated and the conditions of their employment humanized to the highest extent possible. Mr. Henderson proposes a "Parliament of Industry" representative of the organizations of employers and workers in the whole field of industry. W. J. D.

Personnel Administration Today. By William L. Albro: Management Engineering, July, 1922, pp. 17-21.

With the thesis that "good old fashioned horse sense is the prime requisite of the Employment and Personnel Department," the author of this article gives a brief survey of the organization and activities of such a department and points out the necessity for scientific treatment of the problems which confront it. Special emphasis is laid on the subject of wages and their relation to cost of living, character of work, responsibility and authority involved, length of service, attendance, loyalty, etc.

R. H.

Organization of the Personnel. By William Marvin Jackson, Personnel Director of the New York Times, New York City. Administration, June, 1922, pp. 689-692.

An article showing cost of dissatisfaction in business, cost of labor turnover, cost of ignorance in dealing with employees, etc., by means of figures and chart. There is a chart shown of present personnel plans and methods which should be of great interest to all personnel directors.

H. C.

Foremanship Training. By Hugo Diemer. Administration, August, 1922, p. 181.

This article not only discusses the necessity for foremanship training but outlines the methods which may be employed and touches on the content of training courses. The group or conference method has proved most satisfactory where accompanied by home study problems. The various phases of courses should deal with the responsibility of the foreman for the personnel under him; job analysis and production; the foreman as a business man; and the relation of foremanship to the economic and social order.

R. H.

Foremen and Employment. By Walter L. Lowry. Textile World. June 3, 1922, pp. 111.

"Foremen should be trained to watch each operation under their care, as well as each kind of product being made."

This article emphasizes certain qualities that a foreman should have which affect his relations with the men under him. C. R. D.

"Commerce and Administration" is a magazine published by the under-

graduates of the School of Commerce and Administration of the University of Chicago. No. 3, Vol. II, published in February, 1922, is a "personnel" issue. It contains the following articles:

"The Proper Co-ordination of Labor and Capital," by Henry S. Dennison.

"The Business Cycle and Personnel Problems," by Paul H. Douglas.

"Personnel Problems of Swift and Company," by John Calder.

"Personnel Work in the Retail Field," by Philip J. Reilly.

W. J. D.

Compulsory Publication of Labor Turnover. By Edward Thomas, Management Engineering, August, 1922, pp. 103-104.

Because of ignorance of labor turnover and its consequence in the minds of business men and manufacturers, as well as of the public in general, there is great need for publicity concerning labor turnover—its volume, cost, etc. It is suggested that employers of 30 or more persons be required to file a report containing the necessary data bearing on labor turnover with the Industrial Commission, verified by affidavit and published in a newspaper of general circulation in the county where the employer's business is located. R. H.

The Psychology of Employment. By C. O. Weber, Prof. of Applied Psychology, University of Nebraska. Administration, June, 1922, pp. 672-676.

This article deals with the significance of "psycho-industrial" testing to the problems of employment. The writer first discredits as complete in themselves, such methods of employment as the "trail and error" method, the personal interview methods, the character analysis methods—physiognomy, phrenology, etc.—second, he advocates the use of carefully selected used as "supplements to other valuable tests."

The Future of Labor Statistics. By Ethelbert Stewart, U. S. Commissioner of Labor Statistics. pp. 1-9.

This article is an address delivered before the Eighth Annual Convention of the Association of Governmental Labor Officials. W. J. D.

The Economy of Human Effort in Industry. By Eric Farmer. The Journal of the National Institute of Industrial Psychology, January, 1922, pp. 18-22.

The true measure of the success of a new method of performing an industrial operation cannot be taken if the workers have been induced, at the same time, to put forth an unwanted effort in its trial. If the method is the only factor, however, which is changed, the output resulting may be safely used.

The writer describes the principles which underlie the selection of new methods:

1. Shorter series of movements to be preferred to larger series of movements.

2. Deliberate routine discriminations very difficult—better to substitute, where possible, repetitive rhythmic processes.

3. When work is so fatiguing that it interrupts the customary rhythm with which the work is performed the worker may sometimes put forth greater mental effort and even greater physical effort and still produce a smaller result.

Mr. Farmer claims that certain of the problems of industrial fatigue cannot be solved simply by either laboratory investigations or by fac-

tory investigations but depend for their solution upon a combination of the two. H. C.

"Psychology in Business," "The Rating Scale and Industrial Efficiency." By Morris S. Viteles, Ph.D., University of Pennsylvania. Le Fax. August, 1922, pp. 25-29.

This is the fourth of a series of articles by Dr. Viteles on the application of psychological methods to the solution of business problems. This particular article discusses the Rating Scale and Industrial Efficiency, explains the purpose of a Rating Scale, the different types, how to use them and gives two illustrations one rating motormen and the other salespeople. It is a practical article on a much-discussed subject. L. E. S.

The Vocational and Educational Guidance Program of the Junior High School. By Dana Z. Eckert, Vocational Counselor, Latimer Junior High School, Pittsburgh, Pa. Industrial-Arts Magazine, August, 1922, pp. 291-294.

An article giving in detail the vocational guidance plan of the Latimer Junior High School, Pittsburgh, Pa. The program of this school includes: (1) Classification of Pupils; (2) Organization of Try-out Courses—in general, shop work; (3) Vocational Information Classes; (4) Report Teachers' Conferences; (5) Visitation of Schools by Counselor to Help Students Regarding Choice of Courses; (6) Vocational Counselor Conferences. J. M.

The Intelligence of Policemen. By L. Thurstone. Personnel Research, June, 1922, pp. 64-74.

This paper is the result of a study of the Detroit police force done in cooperation with the Detroit Bureau of Governmental Research. Police lieutenants are found to have on the average less intelligence and less schooling than the patrolmen they command. The brighter and better educated patrolmen transfer to relatively more attractive occupations rather than wait for promotion. This has a bearing on the problem of recognition of special men in promotion. W. J. D.

Mental Disadvantages of Factory Life. By Dr. Macfie Campbell. Industrial Welfare. October, 1921. pp. 411-414.

Factory life produces a feeling of limited activity from which refuge is often sought in stimulants such as alcohol or in the excitement of fanatical social movements. The mental health of the industrial worker depends on the interplay of the individual personality, the specific conditions of the industrial task, the economic factor and the domestic and general social environment. Each one of these must be considered in securing the health and happiness of the man, and where he fails to receive satisfaction in one (such as a particularly monotonous job) special opportunities must be given in another (such as games or special recreation).

An Investigation Into the Packing of Chocolates. By E. Farmer and A. B. B. Eyre. The Journal of the National Institute of Industrial Psychology, January, 1922, pp. 12-14.

The investigators secured data as to the hourly output of the workers and from this deduced the fact that mental fatigue was largely responsible for the great decrease in pro-

duction during the afternoon. They then attempted to rearrange the working conditions in such a way as to relieve the packers, as much as possible, of the need for selecting. Each chocolate to be packed, by arranging the different kinds in an orderly manner on the work bench which made it possible for the packers to depend upon rhythm of movement rather than upon a series of voluntary decisions. The increased productions under this method was found to average more than thirty-four per cent. H. C.

The Contribution of Correspondence-Instruction Methods to Industrial Education. By William T. Bawden, Industrial Education Circular No. 9, January, 1922, Bureau of Education, pp. 1-11.

This is the report of a conference of specialists in industrial education, called by the United States Commissioner of Education, and held at Atlantic City, N. J., Wednesday, February 23, 1921.

A more careful study of the question of correspondence instruction methods should be given. I believe that correspondence instruction reaches many not otherwise reached and that out of this group a considerable number will profit decidedly. Methods of handling enrollments, selecting courses, etc., in industry have not, in my judgment, been worked out satisfactorily by most of the correspondence training institutions.

ROBERT H. SPAHR.

An Investigation Into the Tin Box Industry. By E. Farmer and R. St. C. Brooke. The Journal of the National Institute of Industrial Psychology, January, 1922, pp. 9-11.

This article gives a brief account of an investigation into the work done in a tin box factory showing the increase in production obtained when certain recommendations of the investigators were carried out. These recommendations concerned themselves with the elimination of waste, whether in motion, effort or time. Emphasis is placed upon the appreciation which the workers showed of the changes which greatly lessened the strain of the work and the resulting fatigue while, at the same time, they increased the output. H. C.

A Criticism of Bureaucratic Propaganda for State Insurance. By P. T. Sherman, pp. 1-32.

An attack upon a paper entitled "Comparison of Compensation Insurance Systems as to Cost Service and Security" by Carl Hookstadt of the Bureau of Labor Statistics.

W. J. D.

"Selling" a Concern to Employees by a Pension System. By C. J. Whipple, General Manager of Hibbard, Spencer, Bartlett & Co. Printers' Ink, June 8, 1922, pp. 99.

Every employee of Hibbard, Spencer, Bartlett & Co. between the ages of eighteen and forty is obliged to "come in" on a pension arrangement. If he will not do so, he cannot work there.

The rest of the article gives full details of the pension system in force in this company. C. R. D.

Training for Foreign Service. By Glen Levin Swiggett. Bulletin, 1921, No. 27, Bureau of Education, Department of the Interior. pp. 1-154.

This bulletin is a compendium of articles contributed by specialists on various phases of foreign-service

training and was prepared under the auspices of the Committee of Fifteen on Educational Preparation for Foreign Service. W. J. D.

Another Plan For the Division of Profits. Law and Order. August, 1922, p. 235.

The plan used by Hibbard, Spencer, Bartlett & Co. of Chicago.

W. J. D.

Employees' Savings Fund of the American Trust Co. Law and Order. July, 1922, pp. 201-3.

Pronounced a success. The plan which is described in detail is embodied in an agreement between the bank and its employees. It combines profit sharing with regular savings.

Selective Profit Sharing and Stock Subscription Plan of the Boston Consolidated Gas Co. Law and Order. August, 1922, pp. 234-5.

A detailed outline of the plan.

W. J. D.

Report of Mayor's Unemployment Committee. San Francisco, Cal., pp. 1-16.

An outline of the work done by the committee and of its plans for the future—especially a recommendation to have itself continued. Copy is available from Chas. B. Rucker, secretary. W. J. D.

The Unemployment Problem As Handled By The Dennison Manufacturing Co. Law and Order. August, 1922, p. 236.

A complete outline of the plan.

W. J. D.

Training for Thirty Years Ahead. By Herman Schneider, Dean College of Engineering and Commerce, University of Cincinnati. Forbes. May 27, 1922. pp. 171, 172, 184.

This article describes the cooperative plan of education followed by the College of Engineering and Commerce, University of Cincinnati. Special emphasis is placed upon the necessity of analyzing both production and students in order that an intelligent course may be followed with regard to selection of studies, work and men for work.

Dean Schneider stresses the importance of anticipating economic trend so far as is possible so that students in the Engineering School and in the Commercial School may not waste valuable time preparing themselves in lines which are becoming inactive either through new discoveries and developments or through business depression. He cites as an example of this idea of trying to train men for their next thirty years of work the following: "While things were still running at full speed, we analyzed to learn what was going to happen. Long before the depression came, our plans were made. Many of our students at the time were putting in one-half their time working in machine-tool plants. It was not difficult to see that in a depression there would be less demand for machinery and machine products, and, consequently, the plants would have to cut down their forces. That is why, as the depression approached, we gradually moved our cooperative students into other lines of work." As another example, he cites the one of teaching engineering students how to build wooden bridges when the erection of wooden bridges was going out and steel bridges were coming in.

In analyzing production, Dean Schneider takes into account the following seven limiting factors:

1. Demand.
2. Fluid capital or credit.
3. Transportation.
4. Labor.

5. Raw material.
6. Equipment.
7. Power, including coal supply.

In analyzing men to determine their fitness for jobs, he takes into consideration that there are certain board types of men and then classifies them as follows:

"1. Certain men possess physical strength; others do not. 2. Some men are gifted entirely with manual dexterity; some have both."

He enumerates fifteen such types. Having determined certain things about any one student by the above method, he attempts to guide this man into the line of work which will best suit his general characteristics.

"Have You a Factory Museum?" By Roy W. Johnson. Printers' Ink Monthly, August, 1922, pp. 25-26.

It is sometimes astonishing to learn how little is actually known about the past history of some important concerns. Therefore, a factory museum or historical room is a rather useful adjunct to a growing business. Aside from the fact that it enhances the prestige of the company with the public and strengthens the morale of the organization, it has another very great value, which is not mentioned in this article; namely, the educational value to new employees in helping them to form a proper conception of the company by furnishing the right background. C. M. P.

From Combat to Education in Industry. By W. A. Grieves, Asst. Secy. and Supt. of Welfare, Jeffrey Mfg. Co., Columbus, O. One hundred per cent. May, 1922. pp. 76-78.

This article is an appeal to management to plan intelligently for the future—to act intelligently now. "Where personal touch is more or less removed in organizations, the works council appears to be a logical medium through which to establish more direct contact—and more direct contact is the need of the hour. There never was a better time than now for management to save itself future trouble. The next few years promise to be years of expansion. . . . Management cannot afford to ignore the rights of co-workers. A new organization, an association of management whose only purpose would be self-education along the line of human engineering, should and will be formed. Just as the labor organizations have and will continue to fail in their tactics of fighting through unions, so will management find out that their organizations will have to be changed from combating to educating. There never was a better time to strengthen the position gained by the far-sighted industrial leaders of the past few years. This is no time for getting even. It is time for forgetting past foolishness and acquiring larger visions of industrial security through the get-together works councils or the individual touch plan."

"Income Building" for the Worker. By Edward E. Rice. Management Engineering. April, 1922. pp. 202-204.

During the period of the war, many employees practiced thrift from patriotic motives. To a considerable extent their savings have been eaten up during the subsequent depression.

The author believes that the practical remedy lies in "income building" as opposed to "saving," and considers it possible for a worker to accumulate funds that will yield sufficient income to give independence at the time when his earning power is reduced or gone.

As an aid to this, the writer sug-

gests that the employer set up a "service earnings" fund. The employee who has served 10 years in a concern in which the average length of service is shorter has actually saved his employer a sum that can be computed from available figures on the cost of labor turnover. This is independent of any increase in the earning capacity of the worker, and should be set aside each year, but not distributed except at the end of a selected period. This plan should be linked up with some plan of continuous saving on the part of the employee.

Such savings may take the form of a trust fund left with the company, based on a percentage of earnings deducted plus the employer's allowance. The accounts are open to the employee's knowledge, but the funds should be allowed to accumulate. At the end of 20 years, say, the amount might equal 4 or 6 years' wages. This plan can be joined to other plans, such as life insurance, accident insurance, etc.

This plan is not paternal. The part contributed by the employer represents a benefit he has received from the employee. There is no ill-determined, menacing pension load accumulating on the shoulders of the business. Details can be worked out readily to fit any concern. "The cost is trivial compared with the results which may be accomplished."

The Mind of the Modern Worker. By I. Davis Cohen. Industrial Management, August, 1922, p. 78.

This article once more calls attention to the deadening effect upon the mind of the worker at the highly automatic and simplified tasks which characterize modern industry. Although discussed from the viewpoint of an educator, the remedies which Mr. Cohen suggests involves many practical phases of management. The article is more valuable for the thought it will arouse in those who read it than for the concrete remedies which it suggests. In general, education is the cure which it is claimed can make the greatest contribution toward directing the mind of the worker into fertile and satisfactory channels.

H. C. L.

Association News

N. Y. Times Editorial

The following editorial from the New York *Times* of August 10th demonstrates that the existence of the National Personnel Association is having a stabilizing influence on the whole personnel movement:

THE HUMAN FACTOR

And now the great industrial organizations have come to POPE'S poetic yet very practical conclusion that the proper study on the part of industry, as well as of mankind generally, is man. There have been in successful existence for many years two organizations known as the National Association of Corporation Training and the Industrial Relations Association of America. These have been taken over by a new organization, the National Personnel Association, which has brought into it representatives of the large industries, insurance companies,

railroads and publishers on the one hand and university faculties on the other, and has as its sole avowed object the creation and maintenance, through study, research and co-operation, of "satisfactory human relations" within the field of commerce and industry. POPE said that the science of human nature, like all other sciences, could be reduced to a few clear points. That may be true in theory (for, as he said, there are not many clear truths in the world), but in practice there are about as many human natures as there are human beings. To make their "thousand movements one purpose gain" needs in our greater complexities of life not only attention to the large "perceptible parts," but the study, which POPE decries, of the "finer nerves and vessels."

What is needed in this study, as ARTHUR POUND has suggested in his "Iron Man," is neither the "hot rhetoric" of the polemical writer nor the "cold analysis" of the statistician, but the "calm synthesis" of the patient, sympathetic student. As we proceed toward automatization of industry, it becomes commensurately important to guard against the denaturing of the human factor. Mere hands and feet and backs cannot be hired, as this student of industry reminds us, apart from cravings, emotions and beliefs; nor eyes and sensitive fingers and special skills apart from nerves and prejudices and passions that have their "roots in the dawn of life on this planet."

It is just the "finer nerves and vessels" that need attention and consideration, those through which the individual seeks self-expression, which the monotony of the machine dulls by fatigue, or breaks by labor-strain, or destroys by atrophy. For the very spirit that "composes man" in his individual aspiration and struggle the machine he has builded may destroy instead of making free. It is therefore promising that these organizations have united in a national personnel association to study the human element in industry and bring home to so-called soulless corporations the considerations which (to use Lord BACON'S expression as did POPE) "come home to men's business and bosoms."

Forman Training Committee

The committee on Foreman Training has been reorganized as follows: Chairman Harry H. Tukey, Director of Foreman Conferences, New York Employing Printers' Association; Charles R. Allen, Director of Industrial Service, Dunwoodie Industrial Institute; Professor Wm. C. Ash, University of Pennsylvania; E. R. Cole, Superintendent, Acheson Graphite Co.; Frank A. Cushman, Federal Board for Vocational Education; Horace G. Hill, Jr., Manager of Industrial Relations, Atlantic Refining Co.; Henry C. Link, Industrial Relations Department, U. S. Rubber Co.; Dr. D. J. MacDonald, Professor, Ohio State University; B. M. Nussbaum, Vice President, Business Training Corporation; W. D. Stearns, Works Manager's Department, Westinghouse Electric and Manufacturing Co.; R. J. Young, Superintendent of Safety, Illinois Steel Company.

It Pays to Consolidate

A study of the finances of the former Industrial Relations Association of America and the National Association of Corporation Training reveals the fact that the total income of the two organizations for the year 1921 amounted to $30,203.31. The total disbursements of the two organizations amounted to $34,190.42. The total expenditures of the two organizations amounted to $36,761.42. The income and disbursements cover periods in excess of one year, but the expenditures are for a period of approximately one year.

The combined organization will spend during the calendar year 1922 (including expenditures of the Na-

tional Association of Corporation Training from January 1st to May 31st) $23,041.88, for purposes which correspond to the functions of the previous year. This does not include an allowance for a membership campaign, nor for expenditures on previous accounts of both of the former organizations—unusual expenditures which amount for the calendar year to $10,632.97.

This difference in the expenditures is due in part to the elimination of salaries of persons performing similar functions in the two organizations, as well as the elimination of many other expenses which were duplicated by the existence of two organizations. It is also due to the reduction in printing accounts, owing partly to the elimination of the Convention Proceedings and the magazine of one of the two organizations, but more particularly to a change in the methods of purchasing printing, including carefully prepared specifications, adequate competition and a careful audit of printing bills.

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PERSONNEL ADMINISTRATION

Succeeding Corporation Training and Personnel

Volume X OCTOBER, 1922 Number 6

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Louise C. Odencrantz

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- Nominees for Board
- Draft of Convention Program

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It is also proposed by one of the members of the Association that Article I, Section 2, be amended to read as follows:

Each company (or service) member shall designate one individual as its voting representative who shall have the status of a member of the Association and may appoint an alternate to the voting representative who shall have all the privileges of an individual member except the right to vote.

Or as follows:

Each company (or service) member shall designate one individual as its voting representative who shall have the status of a member of the Association and may appoint an alternate to the voting representative who shall have the status of a member of the Association including the right to vote.

PERSONNEL ADMINISTRATION

October, 1922

International Industrial Welfare Conference

By Louise C. Odencrantz

Employment Manager, Smith & Kaufmann, Inc., New York City

THE first International Welfare Conference was held in France during the week of July 2-9, 1922, in the village of La Haye Malherbe, in Normandy. Over 60 men and women interested in industrial welfare and personnel work assembled from eleven different countries to discuss one of the newest developments in the organization of modern industry. The conference was organized by L'Association des Surintendents de France and the Welfare Workers' Institute of Great Britain. It was unofficial and informal and every opportunity was given for full discussion of the aims and methods of personnel work.

Unanimity of Opinion.

The most outstanding feature of this conference of an international group was the startling unanimity of opinion as to the ultimate aims and purposes of industrial welfare work in connection with business organization. In spite of widely different industrial and social conditions as well as economic problems and the different stages and methods of development of industrial welfare work in the various countries which were represented, the members of the conference had little difficulty in agreeing upon a definition and a name. Whatever difficulties were encountered arose from language differences and an earnest desire on the part of everyone that there should be a clear understanding as to the exact meaning of each term and word used.

Stages of Development.

Reports from the various countries represented showed an interesting similarity of growth in the movement. The general tendency has been for welfare work to concern itself first with the life of the worker outside his work, that is, in his home relations, health, recrea-

tion and education; secondly, with the life of the worker within the plant, that is, with the physical surroundings, safety, sanitation and general equipment; and ultimately to concern itself with the human factor in actual production. Reports from the different countries indicated the stage of development of the movement as well as the influence of local conditions.

Great Britain.

In Great Britain where the movement had its earliest beginnings, some establishments still have the most primitive forms of welfare work, while others have highly organized personnel departments to include every phase of human relations in connection with business and production.

United States.

In the United States the same condition prevails, but an increasing emphasis is being laid upon the last phase of the work so that the word "personnel" has almost entirely superseded the use of the word "welfare." It was frequently pointed out that in other countries as well as in the United States the paternalistic and philanthropic tone attached to the word "welfare" was harmful in giving the wrong conception of the underlying principles of the movement and in creating antagonism among workers and employers.

France.

In France the rise of the welfare worker was a direct outgrowth of the war. A group of persons formed an organization for the deliberate purpose of training welfare workers (surintendents) and promoting their employment both for the purpose of better protection to the workers and increased production during the war. The management of the French Railways has been so fully convinced of the value of the work that several welfare workers are employed and the Social Engineer of the Orleans Railways is so interested that he himself came to the conference to tell of the work.

Belgium.

In Belgium welfare work has only recently been started but in its beginnings it is avoiding many errors by using only trained workers and it has the moral and financial support of the government. In Sweden the work has been spreading in the Tobacco industry, which has practically become a government monopoly and in industries located in country districts where the employer has felt it necessary to undertake some of the social activities of the community.

Switzerland.

In Switzerland also the work has developed chiefly along the lines of "welfare" rather than "personnel." A private organization, the "Volksdienst," is helping to promote the work by giving actual assistance in installing and conducting various forms of employee service such as canteens, medical service and similar work.

Holland.

In Holland a special training school under good leadership has been established which will help materially in the movement.

China.

China, which was represented at the conference, has as yet no welfare work of any kind, but several employers, both foreigners and Chinese, are interested and probably the next year or two will see the work beginning.

India.

India, however, has already held its first Industrial Welfare Conference; and welfare work, especially outside the plant, has been undertaken extensively by employers, particularly in large industrial organizations.

Associations Abroad.

In France, Great Britain, United States and India, associations of welfare and personnel workers are already in existence while in other countries like Sweden they are under formation. The question was raised as to whether such welfare or personnel associations should admit employers or labor representatives or whether their active membership should be limited to men and women actually engaged in such work. Plant and company membership was generally objected to in spite of obvious financial advantages. The sentiment of the conference was in favor of such organizations being limited to individual membership of those engaged in the work, but no action was taken by the conference.

Permanent International Organization.

After several days of discussion and reports, all were so firmly convinced of the great value of the conference that steps were agreed upon to form a permanent organization. After much discussion the conference drew up the following recommendations to be referred to the national organizations for consideration:

1. That the name "Personnel Work" be substituted for "Welfare Work."

2. That the following statement be adopted as a basis of this work:

The true function of Industry is to serve the community. In fulfilling this function, industry should render the best possible service with the least possible effort and cost. At the same time it should conserve and develop in industrial life the spiritual, mental and physical well-being of all who share in rendering this service. In any economic system, the functions of the management of an industrial organization should include that of properly co-ordinating the human relations and of making the best possible adjustments between the individual and the work. This function is called "Personnel Work."

It was recognized that the present Conference was purely a preliminary one, and the members had no authority to make decisions which could be binding on their respective organizations.

1924 Conference.

It was therefore decided that a further International Conference on "Personnel Work" should be held in 1924, with a view to forming an International Association for "Personnel Work." At the invitation of the Dutch representatives it was unanimously agreed that the Conference should be held in Holland.

International Committee.

It was agreed that an International Committee should be formed consisting of a representative from each of as many countries as possible, to organize the 1924 Conference, to prepare a draft constitution of the International Personnel Association, to study questions relating to personnel work in each country and to undertake any other relevant duties. This committee shall endeaver to meet in 1923, possibly in Geneva. In the meantime an interim committee was appointed to "carry on" consisting of one representative of each delegation present at the Argeronne Conference. The following were appointed: America, Miss L. Odencrantz; Belgium, Miss Radermaker; China, Miss E. Johnston; France, M'lle. M. Diemer; Great Britain, Miss E. D. Newcomb; Holland, Mr. P. M. Cochius; India, Mr. W. H. Wiser; Sweden, Miss S. Freidholm; Switzerland, Prof. E. Zueblin. Miss M. L. Fledderus of Holland was good enough to undertake the work of secretary with Miss Voysey of England as assistant secretary. The committee will also have the assistance of the International Labor Office at Geneva, which had a representative at the conference.

Reviews and Abstracts

Personnel Relations in Industry. By A. M. Simons, The Ronald Press, New York, 1921, pp. xi + 341.

This book enumerates the problems of personnel administration usually treated by books upon the subject, and discusses them with adequate expertness and clearness.

The phychologist-reader will be gratified, on perusing the thirty or forty pages devoted to the contributions which psychology can make to the field, to find that the author has sought the correct sources for most of his psychologizing, and has tapped them discriminatingly.

Minor errors that should be corrected in the next printing are found on page 162, where the reference to Watson's book should read page 237, 238, and on page 181, foot-note, where "plants" is misspelled.

The pages are heavily annotated, as the author seeks confirmatory authority for his statements by numerous quotations, thus providing a good bibliography.

The pages also smack of the class-room, by reason of a noticeable outline method of presentation—the book grew out of the author's Extension Lectureship in the University of Wisconsin—but this, while detracting from the smoothness of style, will be regarded as a pedagogical asset by those who use the book as a class-text. It is, however, not objectionably academic. It bears the imprint of contact with actual business practice.

The books upon personnel relations and allied subjects are so numerous and widely distributed among personnel executives that experienced personnel workers will hardly find anything new in this presentation. Still the large number of business executives and intelligent laymen who have not studied personnel problems will probably find a good deal of information that is new to them, information that is thoughtfully considered and interestingly presented. Even well-enlightened executives may find in the chapter on Wider Social Control the names of a number of agencies—public and private—for fostering desirable personnel relations of which they had never heard.

HARRY D. KITSON,
Professor of Psychology, Indiana University.

Analysis and Classification of Performance in Vocational Relations. By J. Osborne Hopwood, M. S. Published by Richard G. Badger, Boston, pp. 1-123.

"Analysis and Classification of Performance in Vocational Rela-

tions" is a compact statement of the kind of truths which ought to have continual re-emphasis.

Mr. Hopwood has taken more pains than many employment men to approach his problems scientifically and has apparently brought to bear practical experience and an intensive study of "behavioristic" psychology.

The value of a work such as Mr. Hopwood has produced depends largely upon its ability to attract and influence certain classes of readers. Four classes of readers *should* profit by this analysis: 1. Active employment managers; 2. Line executives, whose cooperation is necessary in putting across measures leading to sound industrial relations; 3. The large body of individuals who are undecided as to the best means of applying their abilities in industry or commerce; 4. Students of Industrial Management, Business Administration, Commerce, etc., in colleges and universities.

Mr. Hopwood has written a book which, because of the rather academic elaboration of its style and the esoteric nature of its "behavioristic" vocabulary, will probably appeal strongly to few in the first three of these classes. On the other hand, the treatment is not sufficiently detailed or comprehensive to make anything approaching a complete text book, though Mr. Hopwood's ideas are well worth the attention of any student of industrial relations, practical or theoretical.

There are details in the suggested technique with which one might differ and definitions of terms which it would be interesting to question, but on the whole the grasp of fundamentals and the method of approaching problems is worthy of the highest commendation. It is only to be regretted that the style is not such as to create a probable demand for this book by those to whom it could be of greatest value.

BENNET F. SCHAUFFLER.
United States Rubber Co.

Chain Stores. By Walter S. Hayward and Percival White. McGraw-Hill Book Co., New York, 1922, pp. viii-411.

This book contains four excellent chapters on the personnel problems of chain stores covering "Organization," "Training Men for Promotion," "Maintaining Morale" and "The Store Manager." These chapters contain much source material of considerable value. Each chapter is prefaced by an exceedingly useful outline.

W. J. D.

Finding Your Job. By Norman G. Shidle. Ronald Press Co., 1921, pp. xii-183, price $2.00.

When an applicant for a job which you do not have and which you cannot find for him has outstayed his welcome, refer him to this book with instructions to mark, read, inwardly digest—and practice. Personnel executives would do well to read it themselves to get the other fellow's view of the employment process.

W. J. D.

Monthly Bulletin of the National City Bank of New York—September, 1922.

The Bulletin discusses, in detail the important developments in the labor situation for the past month. Briefly some of the points brought out which should interest personnel executives throughout the country are:—

1. Reason for Wage Increase in Steel Industry.

As production in the steel industry nears capacity, companies are experiencing difficulty in maintaining present working forces and in recruiting new labor. With a prospect that wages in the coal industry would be maintained at the old rates, and that miners, who had found employment in the steel works, would go back to the mines, the iron and steel operators thought it advisable to announce the advance of 20 per cent in wages effective September 1.

2. Reaction of the Increase.

This advance is resulting in the increase of wages in a number of other industries and although it is not considered bad policy at the present time, it cannot be regarded as a favorable or helpful development. It is rather one of the spasmodic and temporary movements characteristic of a time of general unsettlement. The advance puts wages in this industry about 80 per cent above the pre-war level, a position that cannot be maintained unless the general level of compensation throughout the industry is established on the same basis.

That the biggest open-shop industry in the country makes this wage increase at a moment most embarrassing to railroad companies and mine operators demonstrates a far superior method of determining wage rates than that of any arbitrary fixing either by labor unions or by arbitration, i. e., the free, voluntary movement of individual workers to where they can secure the best pay.

3. The Public and the Big Strikes.

Progress is being made toward general understanding of the problems such controversies as the coal and railroad strikes present.

Time is the great solvent of social problems and something may be gained by allowing the public mind to become thoroughly saturated with all the facts and implications of a situation.

The paramount fact of modern life is that people are necessarily dependent upon each other and must somehow manage to live together and work together—a mutual system for common advantage. The matter of supreme importance is to keep this organization in effective operation and adjust the relations between the members on a fair basis. Nothing that obstructs industry and is clearly harmful to the general welfare can be justified. Individuals have no rights that impinge on the rights of others, and where rights come in conflict they must be adjudicated under the authority of the government itself.

This would seem self-evident, but a certain degree of intelligence must be developed and a certain stage of social progress reached before people will conform to it. The state of civilization to which a people have attained, and the measure of their comprehension of their social interests may be judged by the respect they show for law and the common rights upon which community life is based.

The two big strikes have been characterized by violence toward individuals and defiance toward all authority. Ultimately the responsibility for these incidents rests with those responsible for the strikes themselves. Union officials, although disclaiming any responsibility, have placed reliance on this lawlessness for success. There is no reason to doubt the judgment of the public upon such conditions. The real question is that of maintaining community life, and of securing a fair adjustment of the relations between the workers in different industries. Where the public welfare is involved the government, representing the people, is justified in asserting its authority and under obligations to do so. Congress, with friendly regard for labor, has exempted the labor organization from the law against combinations which is in force against employers, there existing a feeling that public opinion might not be ready for such action, and furthermore, a hope that it might prove unnecessary. It would be far better if organized labor would voluntarily recognize its obligations to the community of which it is a part, and join employers in accepting loyally the policy of arbitration in the industries where continuous operations cannot be suspended without inflicting widespread distress. The plea that it is unsafe to rely upon the decisions of arbitration courts or commissions, amounts to a rejection of all judicial methods of settling disputes and a return to brute force. The argument that the government would be powerless to

compel men to work against their will is not conclusive. The government will not attempt to do that, but it has the power to make associated action exceedingly difficult. The government will do little unless public opinion supports it, and with public opinion clearly pronounced the unions will bow to the inevitable. It is not to be supposed that the members of the unions are insensible to public opinion or insensible to the reasoning that shapes public opinion against them.

It is disappointing to find so many of the leaders of organized labor apparently lacking the sense of responsibility for community welfare and progress. In the state of disorganization and confusion that has followed the war, the labor leaders have shown a lamentable lack of vision and economic understanding, with the result that necessary readjustments have been delayed, to the great disadvantage of the wage-earning class. Instead of displaying a broad comprehension of social needs and a disposition to seek their own gains by methods which advance the common welfare, the most conspicuous leaders have had no policy except to exact the highest possible charge upon the public in every instance. In saying this we are not questioning the devotion of these leaders to their cause as they understand it, but simply commenting with regret upon the limited capacity they have displayed. If they have no conception of the mutuality of interests in the industrial organization they cannot be expected to have regard for it, and if there is no hope of their developing broader views, the only remedy is guarding against their power so far as can be done.

MARK M. JONES.

Human Nature in Economic Theory. By Rexford G. Tugevell, Columbia University. The Journal of Political Economy, June, 1922, pp. 317-345.

In this article the writer points out the dereliction of Economists in failing to take account of human nature he discusses the subject of consumption and of production in their relationship with human beings.

"The need of consumption and production for an understanding of human nature is very real; so also is the need of "price economics," both on the side of demand and on the side of supply. So it would be true to say that if economics as a science were to be confined to the analysis of market phenomena, denying the significance of these phenomena as evidences of the nature of human conduct, the generalizations arrived at must be confined to mechanistic explanations of how things happened after they had come to pass. They are valuable up to yesterday in explaining the method of the operation of forces; but because they deal, not with causes, but only with methods, no basis for predictions lies in them."

"The motives of men as they go

about their economic affairs are important for economists to understand whenever there arises a question of why it is human conduct follows a given line."

"To attempt to direct the economic system toward human welfare without understanding human nature would be quite as futile as the attempt to cure disease without a preliminary study of physiology. The consequences of programs for the redirection of industry are certain to be profoundly serious for humanity. The Economist's obligations to understand the substance and workability of the endowments and capacities of men is correspondingly heavy.

When they are asked to define the ideals for industry, economists can accomplish the task only, with the use of terminology borrowed from psychology for the instruments men require industry to supply are the sort to satisfy natural and human even if intransigeant longings. There is beyond this the need that in the arrangements the technicians make to create these instruments, they shall not too seriously violate the rules of mental hygiene nor compromise the useful surge of life-renewing creative impulses."

H. C.

What to Do To-Day About To-Morrow's Labor Problems. By James Logan, General Manager, United States Envelope Company. Factory, August, 1922, pp. 123-125, 156.

Here is an article brimming with human interest—the reminiscences and observations of an alert manager, 70 years of age, who began his industrial experiences as a mill-hand, at less than ten, when his father had to lift him out of bed at 4:30 in the morning and shake him until he could manage to get awake and off to work.

He cites one incident which occurred when at 15 he was already an experienced mill operative. "In those days, because of the long hours, no one really had the energy and vitality to work as a man who wants to can work today. In order to speed up the people in the room, the boss each month posted the wages that had been earned." The boy Logan headed the list for many months. Then came the unforgetable incident. "We all had been working hard and faithfully—indeed, enthusiastically—to better our outputs and reach the top of the list. We greatly increased production, but also we made more than tradition said that spoolers ought to earn, and so the firm cut our wages 10 per cent."

Mr. Logan then observes that the opposition of labor unions to piece work, "is due solely to the fact that so many employers have been unfair and while ostensibly paying by results, have actually refused so to do, because when a worker increased his efficiency he got his pay cut." Mr. Logan says it is entirely right to cut the rate when through some improvement on the part of the proprietor a larger output can be obtained without a larger effort on the part of the worker.

If the problem stated in the caption is solved in the article, it is in the suggestions for better contact between the immediate management and "the help," as Mr. Logan prefers to call the employees. He wants foremen to be patient and tactful. He says he has never found that any efficiency can be attained by order giving.

For personnel workers, the most illuminating passage in this article is the following:

"The shorter working hours have given time for thought. The worker is given time to form opinions. The opinions may be right or they may be wrong. This does not much matter—right now. The big thing is that the opinions are there. There has been created more democracy than we ever heard of in the days when we talked more about democracy. The old words 'master and 'servant' have become obsolete The employer is no longer the master. The employee is no longer the servant. They are either co-workers or co-trouble makers in industrial enterprises.

"And in whatever capacity they may act, these employees are beginning to size up the people over them—to try to discover if these people are managing by virtue of ability or solely because someone happened to put them there."

H. E. F.

The Inevitable Antagonism Between Employer and Employee. Managment Engineering. April, 1922. pp. 246-247.

In the March number of *Management Engineering* appeared an article under this heading by C. E. Knoeppel, taking the position that the interests of employer and employee were diametrically opposed and that the solution of the problem would lie only (a) in the elimination of wastes; and (b) the stabilization of production.

The article in the April issue is a symposium from persons replying to Mr. Knoeppel. Only one of the four replies supports the argument of Mr. Knoeppel; while two of them take the opposite view, that interests of labor and capital are common. Each of the four replies printed presents a different phase of the controversy.

Industrial Courts, Collective Agreements, or What? By William Leavitt Stoddard. Administration, September, 1922. p. 261.

This timely article on ways of securing and maintaining industrial peace mentions three general methods:

1. Individual character—the influence of an employer with his men;
2. Collective agreement between employees or unions and management, or between a group of unions and a group of employers;
3. State interposition—by mediation, arbitration, special commissions, boards or courts.

The outline of the history of settling labor disputes both in this country and abroad is sketched, with particular reference to the successful conduct, during the past twelve years, of the Danish Industrial Court.

The author concludes by stating that in the last analysis the character method underlies all other means that may be attempted of settling labor troubles. "If by character it is possible to do away with hostility, suspicion, distrust, even hatred which colors the industrial situation today, then character must be enlisted for this war against war. No peace can come till the attitude of mind is right."

R. H.

The Kansas Court of Industrial Relations. By Henry J. Allen. Administration, September, 1922, p. 259.

With the thesis that "it is the duty of government to see to it that the strife which has grown between employer and employee shall no longer express itself in the form of warfare upon an innocent and helpless public—the party of the third part," Governor Allen shows

briefly how the Kansas Court of Industrial Relations operates with full government authority, to settle labor disputes without stoppage of work and incident loss of work and incident loss of earnings to the company and of wages to the workers. This impartial tribunal, Kansas' experimental method of eliminating strikes with their "concomitant waste, violence and loss of property and life," is shown to be a court with a heart for the workingman in spite of its neutral attitude. R. H.

How Is Labor Turnover Determined? Management Engineering. April, 1922. p. 220.

A brief item raising a question as to whether or not the usual method of computing labor turnover is correct in this case: Plant employed 100 men; working 10 hours a day; working 28 days per month. Total hours for turnover, 2,800.

If one employe quit after working 2 hours, is the labor turnover 1 per cent?

Compulsory Publication of Labor Turnover—Discussion. By H. D. Haight. Management Engineering, September, 1922, p. 188.

Several points are raised by the author as to the advisability of compulsory publication of turnover reports.

1. The wisdom of such action;
2. The legal aspect of such action;
3. The necessity for a general educational campaign to insure understanding by the community of the significance of the figures;
4. The insufficiency of turnover percentage figures without analysis of the causes;
5. Comparative interpretation of figures so as to do justice to varying conditions in individual industries and concerns.

He states that should this plan of compulsory publication of turnover figures be adopted, it would be advisable to expend it to include lost time from all causes, and that it should not be confined purely to publication of figures but should be a part of an intelligently planned campaign of education. H. C. A.

How Goodyear Has Reduced the "Turnover" in Its Sales Force. By Roy W. Johnson. Printers' Ink, September 7, 1922, pp. 3 and 4.

Mr. Johnson discusses the experience of the Goodyear Tire and Rubber Company in developing a method of selecting candidates which has been successful in eliminating the unfit in advance. The methods have been tested during the past four years. An interesting part of the article takes up comparison of the success of the salesmen employed before and after the depression. J. W. D.

A Labor Performance Sheet That Serves a Fourfold Purpose. From Experience in a California Plant, Factory, September, 1922, pp. 251-252.

A form headed "Employees' Premium Labor Abstract," is described in this article, which although unsigned is worthy of brief mention.

Its writer holds that the whole question as to any employee is this: "Is he a profitable producer?" He points out that to determine accurately whether an employee in a manufacturing plant is an asset or a liability, personal judgment based on casual observation is often grossly misleading. Records based

on spasmodic performances are still more misleading.

The form illustrated is used in the following ways:

1st. As a summary or species of payroll ledger sheet in the payroll department.

2nd. The sheet, when completed and properly footed up, is turned over to the rate setting department for examination, as it gives unquestioned information on how rates and time limits are working out.

3rd. This sheet is given to the shop superintendent or manager, furnishing him with the means for immediately seeing exactly what the individual employees are producing in dollars and cents.

4th. The sheet finally passes from the shop manager to the employment department, where it is put away in the file of the employee whose name it bears.

H. E. F.

Sickness Records in Preventive Work. By Edgar Sydenstricker, Statistician, U. S. Pbblic Health Service, Washington, D. C. The Nation's Health, August, 1922, pp. 485-488.

This article presupposes that "intelligent health administration in the industrial plant, as in the community, of necessity rests upon a knowledge of what ill health exists and of the conditions under which it occurs."

The desirability and necessity of an employee's record card containing essential information which enables the determination of "rates," continual observation of employees, and the linking together of the physical status of the employees with preventive work is pointed out.

E. L. H.

Industrial Welfare Work From the Employer's Standpoint. By Mr. Lealand, Manager Jam Works, Wholesale Co-operative Society, Shieldhall, Glasgow, Scotland. Welfare Work. July, 1922, pp. 123-124. An address given to the Scottish Branch of the Welfare Workers' Institute.

The writer in discussing the desirability of sound Industrial Welfare Schemes believes that employers need more and more to be convinced that their workpeople are human beings much like themselves. Most employees appreciate a straight deal, and an intelligent and generous effort on the part of a firm to improve the conditions under which the workers toil will meet with general approval and recognition.

The writer points out, what is too often overlooked, that any good Industrial Welfare Scheme must provide means for discovering all the talent that exists in a workshop and for stimulating and developing such talent.

He would prescribe no hard and fast lines for such schemes, but feels what is wanted is the recognition by employers generally that Industrial Welfare Work is a desirable thing.

Does it pay? he asks in conclusion, answering: "Rarely does one hear of serious industrial strife in those firms who have developed sound welfare schemes, and the fact that an ever increasing number of firms are emulating their good example leads one to the conclusion that in the opinion of shrewd business men the answer to the question 'Does Welfare Work pay?' is 'Yes, handsomely.'"

A. W. A.

Maintaining the Health of the Worker. By Clarence H. Northcott. Management Engineering, September, 1922, p. 167.

Both industry and the worker suffer because of the ill health of workers. Therefore, in caring for the health of the worker, the employer protects himself as well as his employee. The article indicates the need of an industrial health service, proper ventilation and lighting, establishment of baths where necessary, the value of a canteen, etc. It tells how Messrs. Rowntree & Co. maintain the health of their employees by the introduction of such service elements. H. C. A.

Teaching Illumination to the Workers. By Peter F. O'Shea. Management Engineering, September, 1922, p. 137.

"Nothing is so universal in the shop as lighting; and nothing more requires co-operation and understanding on the part of the employee if they are to use light in the right way and be contented with what is really good lighting. Many employees do not understand that carrying brightness too far is as injurious and fatiguing as semi-darkness. The tendency of the worker is to think that the brighter the light the better, just as many laymen cannot give up the logic that if one drop of medicine is good, ten drops will work an instantaneous cure. Lighting has a great deal to do with satisfactory working conditions, and a little time and attention put into educating employees in the principles of good lighting is justified."

This article reproduces the substance of an article by the supervisor of electrical maintenance of the McCallum Hosiery Company, pointing out the principles of good lighting and showing that increased illumination is not necessarily beneficial. R. H.

Waging War on Carelessness. By E. S. Gillette, Service Engineer, Lyon Metallic Manufacturing Company. Factory, September, 1922, pp. 250-251.

This article tells of a "safety record board" and "photographic safety bulletins" which have been most effective aids in reducing accidents due, in a plant equipped with safety devices, to carelessness by the employees.

The "safety record board" fills considerable wall space in a centrally located department. The board shows at a glance the number of accidents that have occurred during the current month, the days on which they happened, and the departments responsible. A line of check books, one for each day, follows the name of each department. A green check is hung on each hook for each day in which no accident occurs. A red check is put up, instead, if an accident takes place. The board has aroused considerable healthful rivalry.

By "the photographic safety bulletin," one of which is reproduced, this company seeks to visualize various accidents soon after they occur. "In this way we press home the particular lesson of caution which these unfortunate happenings may have for our employees."

A method of prevention followed in the plant of this company is the issuing of safety bulletins by a Plant Safety Committee made up of employees. "No matter how unlettered a man may be, he sees in this bulletin an appeal from fellow employees rather than a rebuke from the executive department." H. E. F.

How to Write a Business Letter. By Charles R. Wiers, General Manager, DeLong Hook & Eye Co., Philadelphia. Postage, August, 1922, pp. 432-433.

The first of a series by Mr. Wiers, who is recognized as an authority on business letter writing, covering the entire subject. Under the question "What Kind of a Man Makes the Best Correspondent?" we find that he should

1. Be liberally educated in the school of practical experience.
2. Be tactful.
3. Be a keen observer.
4. Have a pleasant disposition.
5. Be guided by a sensible degree of self-confidence.
6. Be decidedly enthusiastic.
7. Be a diligent student of human nature.
8. And that he must have the power of imagination.

Every one interested in training in letter writing will find this series of articles helpful. L. E. S.

Bringing Back the Salesman Who Slips. By Donald Argyle. Printers' Ink Monthly, September, 1922.

Recognizing the necessity for sympathy and understanding in the handling of salesmen, the author discusses several ways of checking the "slipping salesman" before his trouble becomes advanced. Procedure in "The Talking Cure" involves asking the salesman to tell what is the matter with his territory. Mr. Argyle writes: "Notice that this method is just the reverse of the old-fashioned custom of 'panning' the salesman. The salesman is not told that he is slipping. He gets no lecture. . . . But when he is thus led to talk about the lack in his own efforts, the sales manager can help from a standpoint of friendliness, which will count heavily in bringing the salesman back to his usual capabilities."

One sales manager publishes his salesmen's ratings in the company house organ, requiring each man to comment on his own work. Personal tangles and troubles at home are often the reasons for slumps in selling. The manlier the salesman, the harder it is to get him to talk about his troubles, but the required effort pays.

Praising the star salesman always has a beneficial effect on the low men. Listing low men on reports and road coaching have also proved valuable. As a last resort "treating 'em rough" is sometimes effective in waking up a slumping salesman with a direct challenge to his ability. C. L. F.

Some Business Applications of a Mental Alertness Test. Compiled and edited by A. W. Kornhauser, University of Chicago. Journal of Personnel Research, July, 1922, Vol. I, No. 3, pp. 103-121.

The present paper reports the results obtained in a series of experimental application of the Scott Company mental alertness tests in business establishments. A brief description of the test with illustrative examples is given. The test is found to give results that agree fairly well with the ability of office workers as rated by their supervisors and with the ability of student-employees in a factory school as indicated by their success in the school. Other comparisons are reported that show marked differences in mental alertness test scores between men and women office employees, between different occupational groups, between applicants and employees in clerical and typing positions, and between groups of workers in like occupations in different companies. A further comparison shows that mental alertness test scores are

rather definitely related to turnover among clerical workers. The various results cited, as far as they go, point to the practicability and desirability of using intelligence tests in certain phases of personnel work—as aids in selection, classification, and the study of special problems, particularly with reference to office employees. Further applications of mental alertness tests along the lines described in this paper are being actively carried on by the Scott Company.

Blond and Brunette Traits: A Quantitative Study. By Donald G. Paterson and Katherine E. Ludgate, University of Minnesota. Journal of Personnel Research, July, 1922, Vol. I, No. 3, pp. 122-127.

Ratings from 94 intelligent and educated adults on 374 blonds and brunettes with respect to each of the 26 so-called blond and brunette traits championed by Dr. Katherine M. H. Blackford have been secured and analyzed. The results show:

1. Brunettes were found to possess blond traits to the same extent that blonds do.

2. Blonds were found to possess brunette traits to the same extent that brunettes do.

From 1 and 2 above, it seems very probable that Dr. Blackford's law of color with her definite and dogmatic assertion concerning blond and brunette traits is not only misleading but false. The results also indicate the absence of any organized common belief concerning differences between blonds and brunettes in the 26 traits included in this study.

3. No significant sex differences were found either among the judges in making the ratings or among the 374 blonds and brunettes who were rated.

Works Councils in Foreign Countries. Law and Labor. September, 1922, pp. 266-268.

This article is published without prejudice or advocacy but as a matter of news of the international trend toward employee-representation.

In Germany, the demand for governmental recognition of the Council system was such that provision for Works Councils was made in the new constitution of the German Republic, August 11, 1919, and a later act of the German National Assembly on January 18, 1920, required that Works Councils be set up in all plants employing twenty or more workers.

A recent report of the German Factory Inspection Service does not reflect any tremendous success of the Works Councils Act. It states that the Councils are largely controlled by the trade unions and do not co-operate with the management for efficiency but confine their activities to minor questions of wage increase, hours of labor, etc., and in the last analysis, that satisfactory results are obtained only where both employer and employee show good will and honest intentions for co-operation.

Austria has a compulsory Works Council Act similar to that of Germany except that the expenses of the Councils are a charge on the workers. All welfare activities are undertaken at employees' expense only. Councils are required, by law, to co-operate in the maintenance of discipline and employers, if requested, shall confer once a month with Councils.

In Great Britain, the Whitley Shop Committee plan, created by Parliament during the War, is still operating successfully in many industries.

In Norway, a Government Act of July, 1920, provides that Works Councils be set up in any establishments where one-fourth of the employees demand it. These Councils have ad-

visory powers only and employer is only bound to meet the Council to discuss conditions. Expenses of Councils are borne by employers.

Luxemburg has a provision for Works Councils in plants of more than fifteen workers by a Grand Ducal Decree of October, 1920.

Czecho-Slovakia. An Act of February, 1920, provides for Works Councils in mines and allied undertakings only. In July, 1920, the Ministry of Railways decreed for provision for Works Committees on railroads and in December, 1920, the Department of Finance made similar provision for the tobacco industry.

In Italy the unsuccessful attempt of the workers, made in 1920, to operate plants without experience and credit of the owners has resulted in serious effort to formulate a plan to provide for workers participating in the management of industry. No Government action has yet been taken.

In France, Denmark, Belgium, and even in South Africa and India serious consideration is being given to employee-representation in industry and a disposition toward adoption of some plan of co-operation.

A. L. R.

Employees Representation Plans for the Plants of Swift & Co. Published by Swift & Co., 1921. pp. 1-12.

An outline of the purpose, general description and rates under the plan.

Training Leaders Through Association Activities. By W. J. Donald. Management Engineering, September, 1922, p. 169.

The article points out that in association work the art of leadership is most effectively developed through participation in committee activities. In other words participation in association activities provides excellent practice and training grounds for developing the "actual" or "potential" managers of today.

H. C. A.

Production Engineering Methods Applied to the Teaching of Mathematics. By Larence Parker, Director of Vocational Education, Toledo, Ohio. Industrial Education, July, 1922, pp. 13, 14.

The handling of students' work by the methods of a physician instead of a police court judge is the keynote of this article; and practical suggestions of charting a student's actual attainments and progress are given.

J. McK.

Solving the Manager's Present Day Problems. By John H. Van Deventer, Editor, Industrial Management. June, 1922. pp. 321-324.

An interesting and pertinent commentory on the inclination of American to be extremists, especially in matters of management. The organization "chart fad" is blamed for many ills. Too many managers conceive this chart as an end in itself, rather than as a means to an end. This misconception makes for fixity rather than for flexibility and growth.

"Looking Management Engineering in the Eye." By Erura H. Schell. Management Engineering. April, 1922. pp. 233-236.

This article is a clear, thorough analysis of management engineering as a profession. It shows its stragetic weakness as compared with law or medicine.

One of the most valuable points developed is that too often the management engineer introduces new ideas faster than his client can assimilate

them. The client may be pleased with the new plan, but actually very slow in comprehending its full meaning; or in being able to apply it himself to get the proper results. The manner in which ne wideas are presented is important. To offer them as criticisms of existing conditions may arouse antagonism which makes their adoption impossible.

"What the Industrial Engineer Can Do For You—As Seen by Factory's Editors." Factory, July, 1922, pp. 20-23 and 48-56.

In this article on industrial engineering there is a definition which says that it covers, among other subjects, employee relationships.

After receiving commendation of industrial engineers, or "outside consultants," from fifty-six manufacturers and condemnation from forty-four, the Editors of Factory made a study to determine the reason for the difference in opinions. This study resulted in an article endeavoring to answer the following questions:

1. What do industrial engineers do?
2. Why not do the work yourself instead of hiring outsiders?
3. Who can use industrial engineers to best advantage?
4. How to choose the right engineers.
5. How to get the most benefit from their work.
6. How do they do their work?

That manufacturers may realize how far industrial engineering has developed from the work of the "efficiency expert" of twenty years ago, the article lists the following as the activities which an industrial engineer is prepared to undertake for the manufacturer:

1. To devise and install cost finding methods.
2. To devise and install production planning methods.
3. To make time studies and set standards of production.
4. To devise and install wage incentive methods of paying workers.
5. To rearrange machines so as to avoid needless delays in handling.
6. To recommend labor saving devices where warranted.
7. To eliminate material wastes.
8. To study the organization in the effort to assign each man to the work for which he is best fitted.
9. To devise the best way for handling relations with employees.
10. To help lay out policies which take into account the manufacturing, marketing and financial problems of the business.

H. E. F.

Labor's Demand for Its Own Schools. By James H. Maurer. The Nation, Sept. 20, 1922, pp. 276-8.

An analysis of the reasons for labor's own schools for educating unionists and by inference an indictment of the public school system's limitations for discussing labor problems, declares that the purpose of labor schools is to train workmen to do their own thinking.

W. J. D.

Experiences in Foremen Training. By John Calder, Manager of Industrial Relations, Swift & Co. Personnel Administration. June, 1922, pp. 3.

This outline of a training program instituted at Swift & Company for its foremen will be of value to those executives who are contemplating such a course. . . . Beginning with a wholly voluntary enrollment at the company's expense of 3,200 people, the popularity of the studies grew and 1,400 more joined the classes and en-

gaged to perform the required work. . . . The introductory course was on modern production methods, the principles and practices of handling men, equipment, materials, and systems in industry in general. The object was to relate several thousand executives, who had been for years confining their attention to a single industry, to the best practice of the outside industrial world before engaging them in subsequent courses bearing on the technique and principles of their own specialty. C. R. D.

Education for Vocational Efficiency. By George S. Counts. The School Review, September, 1922, pp. 493-513.

This article calls the attention of school men to two outstanding recent volumes, *The Income in the United States,* Mitchell, Macaulay, King and Knauth, and *Waste in Industry,* by a committee of the Federated American Engineering Societies. He suggests that a study of the volumes might give teachers a new light on many of the problems in vocational education, and proposes a plan of vocational education through seven well-defined propositions. The article is of particular interest to personnel men engaged in training departments.

E. E. S. & G. M. H.

The American Printer
August, 1922.

Those interested in recent developments in the art aspect of printing will appreciate the craftsman's number of *The American Printer.* Applied art is coming to have a larger place in American industry.

E. E. S. & G. M. H.

The Inland Printer.
August, 1922.

The August number of this popular trade journal is devoted largely to the craftsmen's movement in the printing industry. An article by E. L. Wilson entitled, "The Craftsmen and the Efficiency Problem," is of interest to those engaged in personnel work.

E. E. S. & G. M. H.

How Local Schools Can Help in Training. Editorial, Dry Goods Economist, September 2, 1922.

Emphasis is placed, in this article, on the co-operation of Public Schools and Department Stores in training boys and girls for retail work. An illustration of what already has been done is found in the methods employed in Seattle, Washington. Harold R. Moore, Secretary of the Retail Trade Bureau of Seattle, explains the formation of classes, whose students have been carefully selected, and whose courses have been devised by Educational Directors in Department Stores co-operating with the School Board. The course includes actual work in the Department Stores. The evening classes are devoted to continuation work — Merchandising Methods, Advertising, Accounting, Window Display, Psychology of Selling, etc.

This work has been very successful and we may hope for great benefits, to both employer and employee.

E. F.

Organization of Instructional Material in Individual Units. By William T. Bawden, Industrial Education Circular No. 8, January, 1922. Bureau of Education, pp. 1-8.

This is the report of a conference of specialists in industrial education, called by the United States Commissioner of Education, and held at Minneapolis, Minn., Wednesday, February 9, 1921.

There can be no doubt that in the Continuation School there is immense value in arranging the courses of study as indicated in Mr. Bawden's Bulletin. If there is a copy of these units made for the individual pupil in time it will be possible to have on file such material as will be necessary to judge the different types of students who come into the Continuation School.

Of course, there are many obstacles which must be overcome, as they are met, but as a general proposition, I would say in Continuation School work the best course of study should be employed so that the individual may profit. JOHN F. GANNON.

Helping the Shop Teacher Through Supervision. By William T. Bawden. Industrial Education Circular No. 10, February, 1922. Bureau of Education, pp. 1-9.

This is the report of a conference of supervisors of instruction in shop-work and drafting in the public schools, called by the United States Commissioner of Education, and held at Baltimore, Md., Wednesday, March 23, 1921.

Considering the fact that this conference was held in connection with instruction in shop work and drafting in the public schools and did not consider the shop teacher in industrial schools or corporation schools, it seems to me that the subject was very well covered. A few additional points, however, occurred to me in reading it, which might have been put into the topics as a part of the supervisor's job in connection with instructors in such subjects. 1. That the supervisor should so inspire the members of his teaching staff that he would create within them an incentive for learning the practical side of the subjects which they are teaching, such that there should be a demand from teachers of these subjects to visit industries, to work in industry during the summer, in order that they might better learn to train their students under actual industrial conditions. 2. That the supervisor should so handle his teachers that there is created a definite responsibility in management of the schools. In other words, I am pretty strongly in favor of making the matter of training a business. The public school is one of the biggest business concerns in the country, probably the biggest. A. B. GIBSON.

Vocational Education in Its Relation to the Junior High School. By Frank M. Leavitt, Associate Superintendent, Pittsburgh Public Schools. Industrial Education Magazine, August, 1922, pp. 39-41.

In this article the writer outlines conditions whereby vocational courses of the Smith-Hughes law standards can be offered in the Junior High School. J. M.

Worth-While Information Regarding the Objectives of the Junior High School. By K. V. Carman. Industrial Arts Magazine, July, 1922, pp.

The objective of the shop-work experience in the so-called Junior High Schools which are being established in all our larger cities is discussed. The article is the result of a nation-wide study and gives the opinions of experts in the vocational education movement. The article is worth while the study of the educational director in industrial plants and he will get some enlightenment on the

ever-present question of what is the objective of the school shop.

J. McK.

Social Studies in Secondary Education. By the Commission of the Association of Collegiate Schools of Business. The Journal of Political Economy, February, 1920, pp. 1-55.

The Commission proposes a program of social studies for the junior high school which it believes to be more fundamental and far-reaching than other proposals which have been made; and outlines the way in which its program would round out the work done in the first six grades and which would lead up to more advanced studies in the senior high school.

The article compares its program with that proposed in 1919 by the committee on History and Education for Citizenship appointed by the American Historical Association and with that contained in the Report of the Sub-committee on Social Studies in Secondary Education made in 1916 for the National Education Association. H. C.

A Combined Secondary and College Curriculum. By L. C. Marshall, The Journal of Political Economy, June, 1922, pp. 388-397.

A detailed description proposed graduation requirements of the School of Commerce and Administration of the University of Chicago these requirements are based upon the students' acquirements from the time of the seventh grade, or junior-senior high school. H. C.

Teaching Social Science in High Schools and Industrial Classes. By Ruth Mary Weeks, John R. Commons and F. M. Leavitt, a committee of The Vocational Association of the Midwest, pp. 1-30.

An outline of the need, the subject-matter and the teaching methods, with a sample lesson and bibliography.

Workers and Education in England.

An ambitious scheme is on foot in Great Britain to establish a great educational movement among Trade Unionists. The Trade Union Education Inquiry Committee has issued a report to the Trade Union Congress, which endorses the Iron and Trade Confederation's school of education for its members in co-operation with the Workers Education Association, proposes adequate working class control of institutions supported by Union funds, and suggests self-governing classes of Union students selecting their own subjects and having a voice in the appointment of tutors. They also want the universities to carry out the recommendations of the Committee on Adult Education.

Ethics in Business. By Elbert H. Gary, pp. 1-14.

An extraordinary convocation address at Northwestern University on June 17, 1922. W. J. D.

Home Study Course for Telephone Men

The Southern Bell Telephone and Telegraph Company has issued to the plant men in small towns a set of Home Study Sheets—ten in all, the first covering "Station Installation." The company believes that this affords an advantage over the commercial correspondence courses in that it provides an additional point of contact with the men. The sheets are distributed through the District Plant Chiefs.

Association News

Relationship With Local Organizations

The preliminary report of the Committee on Relationship with Local Organizations has been presented to and approved by the Executive Committee. The report is as follows:

The Committee has written to representatives of some sixty local groups for the purpose of getting an informal expression of opinion regarding what the relationship of local groups interested in personnel problems should be with the new National Personnel Association.

Some groups have had special meetings for the purpose of discussing this question; officers of some groups have expressed their individual opinions; and in some cases, executive committees have passed upon it, while in other instances, representative individuals have expressed their views.

The principal questions raised for discussion and the consensus of opinion in connection with each question are as follows:

1. Should there be any formal affiliation?

Due to the wide variety of present arrangements which have been used in various parts of the country, it seems quite clear that local groups should be free to set up such a type of local organization and to make such local affiliations as best serve their local needs.

It is clearly evident, however, that sentiment is in favor of formal affiliation between such local groups and the National Personnel Association, believing that it would strengthen both the local groups and the National.

2. What should be the financial arrangements between the local groups and the National organization?

There is a very distinct reluctance on the part of the groups to enter into any financial arrangement with the National on a local membership pro rata basis—some feel that there should be no financial arrangements; others express a willingness to pay for such service as the National is able to render to them as a group.

It is evident that the majority of opinion, however, at present, is that there should be a nominal yearly fee paid by the local group to maintain its formal relationship with the National.

3. Should local groups become identified with the National organization by including reference to National in local name?

It is clearly the opinion of the groups that such arrangement is not necessary—this is brought about largely by the fact that there have been frequent changes of name in the past which has reflected on the stability of the organizations. Many expressed belief that, while not necessary, it is desirable.

4. In what matters can local groups best help the National?

The outstanding points here are as follows:

(a) Assistance in collecting local information.

(b) Establishing and maintaining local contacts.

(c) Promoting interest in the National organization.

(d) Co-operation in promotion of attendance at conventions and conferences.

(e) Initiate and report upon local experiments.

(f) Further constructive propaganda within the personnel field.

(g) Help in determining questions of general policy affecting local groups and the national organization.

5. In what ways can the National organization help the local groups?

Many suggestions are made here which make it evident that, in the opinion of the local groups, a service can be developed which will be distinctly useful to the local organizations.

The principal ones suggested are listed below:

(a) In relation to meetings; to promote a national convention and district conferences; constructive programmes for local matters; maintaining list of qualified speakers and leaders of discussion.

(b) A clearing house of information on all personnel matters; general promotion of personnel work; exchange of detailed information on the best methods of handling personnel activities within different kinds of organizations; information service in relation to solving problems of individual associations.

(c) Conduct organized research work within the field, making special studies with the co-operation of local groups and eventually giving assistance in research work in the field by co-operating with the local groups.

(d) Publish a good personnel magazine which promotes interest in personnel work and exchanges information, ideas, and experience.

(e) Placement service for workers within the field.

(f) By rendering the best possible service to individual and company members in the national organization.

Recommendations.—In view of the foregoing, your Committee suggest the following for discussion:

1. That groups be encouraged to organize locally and make such local affiliations as in their judgment best serve their needs. It is recommended that no provision be made in the national organization for group membership as was the arrangement in the I. R. A. A.

2. That groups, which by resolution express an interest in the purposes to which the national organization is pledged, upon application to the Board of Directors of the national organization may be permitted to make it known on their stationery, or otherwise, that they are "Affiliated with the National Personnel Association."

3. That, in order to maintain formal contact with the local groups, such groups be invited and expected to pay an annual affiliation fee in the national organization for the local secretary at the regular individual membership rate of $15 per year. This will entitle the local group to formal affiliation and the secretary to the publications of the national organization which are issued to individual members and to a vote as an individual member.

4. That, where local groups desire to change their present name, or, through consolidation with other groups, broaden their programme, making a change of name desirable, they be encouraged to include the word PERSONNEL in their new name—such as Personnel Association of New York; Personnel Association of Atlanta; Personnel Group of the ——— Chamber of Commerce; Personnel Federation of Western New York.

5. That the Board of Directors authorize the Sub-Committee to invite interested local groups to affiliate with the national organization on the foregoing basis.

6. That the Board of Directors authorize this Sub-Committee to em-

body the foregoing recommendations into suitable articles for presentation at the first convention and to be included in the by-laws upon the approval of the convention.

Respectfully submitted,
JOHN MCLEOD,
EARL MORGAN,
GEORGE F. QUIMBY,
J. W. DIETZ, Chairman
of Sub-Committee.

Amendments to the By-laws

At a meeting held on Tuesday, September 12th, at the Old Colony Club, Hotel Biltmore, New York, the Executive Committee unanimously voted to recomend for adoption at the annual meeting the following proposed amendments to the By-laws. The Articles of Incorporation appear on pages 20 and 21 of the May number and the By-laws on pages 28-32 of the June number of Personnel Administration:—

PROPOSED AMENDMENTS TO THE BY-LAWS OF THE NATIONAL PERSONNEL ASSOCIATION

1. ARTICLE I. Shall be amended as follows:

a. By the amendment of Section 6 as follows:

6. Any member may be expelled by a two-thirds vote of the Board of Directors.

b. By the addition of Sections 8 and 9 as follows:

8. Each member in good standing is entitled to one vote.

9. New members must pay membership dues in advance before being permitted to vote or to exercise other privileges of membership.

2. ARTICLE II. Shall be amended to read as follows:

ARTICLE II

Board of Councillors

1. A Board of Councillors shall be elected consisting of one representative appointed by each affiliated local group and 30 councillors-at-large elected by the membership at large.

2. The duties of the Board of Councillors shall be

a. To advise the Board of Directors concerning both national and local opinion on the problems and work of the Association.

b. To nominate annually the Board of Directors, who may or may not be members of the Board of Councillors.

3. The representative of each affiliated group shall be appointed by the group for the current calendar year. Such representative shall be selected from those persons who are members of both the local group and the National Personnel Association. Vacancies may be filled at any time for the unexpired period by the local group. Notification of appointment shall be made in writing to the secretary of the National Personnel Association by the secretary of the affiliated local group.

4. In the first annual election 30 councillors-at-large shall be elected from among the members including the administrative executives of company members or persons fully and actively engaged in personnel work of company members. The 15 receiving the highest vote shall be elected for two years and the remainder for one year or until their successors are elected. In subsequence elections 15 councillors-at-large shall be elected for a term of 2 years or until their successors are elected.

5. At the annual business meeting

the members shall elect a nominating committee whose duty it shall be to nominate candidates for the Board of Councillors, except that the first nominating committee shall be appointed by the Board of Directors.

6. Any member shall have the privilege of making nominations for the nominating committee, and when such nominations are seconded by any other member that nomineee shall be one of those to be voted for. Nominations may continue in this manner until a resolution shall be adopted to close the lists. After the lists are closed a ballot shall be taken. Each member shall have the right to vote for five of those placed in nomination in the manner described. The five nominees receiving the highest number of votes shall constitute the nominating committee and shall serve for one year. No member shall be eligible for more than two consecutive terms.

7. The names of those elected to serve on the Nominating Committee shall be published in the official publication of the Association or issued by circular letter to the membership within two months after their election with a notice to members to make suggestions to the Nominating Committee.

8. The Nominating Committee shall deliver to the Secretary in writing, at least forty-five days before the next annual business meeting, the names of twice as many persons as there are vacancies to be filled among the Councillors-at-large, together with the written consent of each to serve if elected.

9. The names of these persons shall be published by the secretary either in the official publication of the Association or issued in a circular letter to the membership at least thirty-five days prior to the annual business meeting.

10. At least thirty days prior to the annual business meeting the secretary shall mail ballots to all members entitled to vote, to be returned to the office of the secretary or some other place designated by the Board of Directors, at least one week prior to the annual business meeting.

11. The members shall vote on the nominees by mail or in person, by secret ballot, in conformity with such additional rules and regulations as the Board of Directors may adopt.

12. In the case of a tie in the last place either in the election of a nominating committee or in the election of councillors-at-large, the election shall be made by lot.

13. The president shall appoint a committee of tellers to supervise and conduct the elections.

14. The committee of tellers shall report the names of those receiving the highest votes in number equal to the number of councillors-at-large to be elected, to the annual business meeting.

15. In 1922 the thirty councillors-at-large elected shall consist of those persons nominated for the Board of Directors under the By-Laws as adopted by the incorporators with the approval of the organizing committee on May 20, 1922.

16. At meetings of the Board of Councillors ten shall constitute a quorum provided due notice of the meeting has been given every member of the Board of Councillors. Each member of the Board of Councillors may be represented by an accredited personal representative.

17. The President of the Association shall be the Chairman and the Managing Director shall be the Secretary of the Board of Councillors and they shall be ex officio members of the Board of Councillors.

3. ARTICLE III. Shall be amended to read as follows:

ARTICLE III
Board of Directors

1. The functions of the Board of Directors shall be to manage the affairs, funds and property of the corporation.

2. The first Board of Directors shall be elected by the incorporators and shall consist of three or more.

3. Thereafter the Board of Directors shall consist of fifteen persons elected annually by the members at the annual business meeting.

4. Absence from three consecutive regular meetings, without an excuse deemed valid and so recorded by the Board of Directors, shall be construed as a resignation.

4. ARTICLE IV. Shall be amended as follows:

ARTICLE IV
Vacancies

Vacancies by resignation or otherwise in the Board of Directors or among the Councillors-at-large may be filled by the Board of Directors for the remainder of the unexpired term.

5. References to the executive committee shall be eliminated from Articles V and VI as follows:

a. By the amendment of Article V, section six to read as follows:

4. The Board of Directors may authorize . . . .

b. By the amendment of Article VI section 2 to read as follows:

2. The president shall appoint all committees subject to confirmation by the Board of Directors.

c. By the elimination of section 3 of Article VI.

6. ARTICLE IX. Shall be amended to read as follows:

ARTICLE IX
Divisions

The Board of Directors shall have the power to establish divisions of the National Personnel Association.

7. ARTICLE X. Shall be amended to read as follows:

ARTICLE X
Local Associations

1. Local groups interested in the purposes of the National Personnel Association may, by resolution, apply to the Board of Directors for affiliation with the National Personnel Association.

2. Affiliated groups may make it known on their stationery, or otherwise, that they are "affiliated with the National Personnel Association."

3. Affiliated groups shall pay an annual affiliation fee of $15. for the local secretary (or other person officially chosen as "active representative" by the local group) at the regular individual membership rate of $15. per year, which entitles the local groups to formal affiliation and the active representative of the local group to the publications of the National Personnel Association which are issued to other individual members, and to a vote as an individual member.

S. I. E. Convention

The Convention of the Society of Industrial Engineers will be held at the McAlpin Hotel, New York, October 18-19-20.

The major subject is "Economics of Industry."

On Thursday afternoon, the 19th, at 3.45, the subject of discussion will be "How Can We Keep the Worker Contented?" It will be discussed by an executive and by a worker in two

15-minute papers. There will be 30 minutes of discussion.

At 10 a.m. Friday morning, October 20th, one of the four sectional meetings will be devoted to "The Cause and Effect of Unemployment." The Chairman of the meeting will be Earl B. Morgan, Director of Service and Employment of the Curtis Publishing Company, who is Vice-President of the National Personnel Association.

Convention Fee

The Convention Committee has decided on a registration fee of $2. for the Convention to be held at Pittsburgh Nov. 8-10, and the Executive Committee has approved of the decision.

Publicity

Mr. James T. Grady, Publicity Director for Columbia University and for the Federated American Engineering Societies, has been appointed Publicity Director of the National Personnel Association. Information has already been issued to the public through the Associated Press and to the trade and professional magazines. Editorials have appeared in a number of prominent newspapers, including the New York *Times*, the Baltimore *News*, etc.

Nominees for Board

The Nominating Committee consisting of the following: Henry C. Link, U. S. Rubber Co., Chairman; G. C. Boulton, Larkin Co.; Oscar M. Miller, Standard Oil Co. of N. J.; F. C. W. Parker, The Kiwanis Club International; Joseph H. Willits, University of Pennsylvania, present the following list of persons whose names will appear on the ballot for nomination to the Board of Directors of the National Personnel Association for the year following the annual meeting. The ballot will be issued early in October. The list is as follows:

L. P. Alford, Editor, Management Engineering, New York City.

Mrs. Robert F. Armstrong, Assistant Manager of Industrial Relations, Eastman Kodak Company, Rochester, N. Y.

H. B. Bergen, Personnel Director, Henry L. Doherty Company, New York City.

F. S. Blanchard, Assistant to Treasurer, Pacific Mills, Boston, Mass.

Meyer Bloomfield, Bloomfield & Bloomfield, Boston, Mass.

S. B. Bunker, Industrial Relations Section, Advisory Staff, General Motors Corporation, Detroit, Mich.

C. S. Ching, Supervisor of Industrial Relations Dept., U. S. Rubber Company, New York City.

Montague A. Clark, Employment Manager and Personnel Director, Sidney Blumenthal & Co., Inc., Shelton, Conn.

J. H. Coffey, Factory Manager, Gutta Percha & Rubber, Ltd., Toronto, Ont., Canada.

Henry S. Dennison, President, Dennison Manufacturing Company, Framingham, Mass.

C. V. Derrick, Labor Superintendent, American Bosch Magneto Co., Springfield, Mass.

T. E. Donnelley, President, R. R. Donnelley & Sons Co., Lakeside Press, Chicago, Ill.

C. R. Dooley, Manager Personnel and Training, Standard Oil Co. (N. J.), New York City.

J. W. Dietz, Educational Director, Western Electric Co., New York City.

Alvin E. Dodd, Manager, Domestic Distribution Dept., U. S. Chamber of Commerce, Washington, D. C.

F. H. Dodge, Vice President, Burroughs Adding Machine Company, Detroit, Mich.

W. B. Donham, Dean, School of Business Administration, Harvard University, Cambridge, Mass.

Francis Farwell, Secretary, Industrial Relations, Worthington Pump & Machinery Corp., New York City.

Boyd Fisher, Service Manager, Lockwood, Greene & Co., Managers, Boston, Mass.

Alexander Fleisher, Assistant Secretary, Metropolitan Life Insurance Company, New York City.

Ben. A. Franklin, Vice President, Strathmore Paper Company, Mitteneague, Mass.

Dr. Lee Galloway, Vice President, The Ronald Press Company, New York City.

Milton D. Gehris, Vice President, John B. Stetson Company, Philadelphia, Pa.

W. J. Graham, Vice President, Equitable Life Assurance Society, New York City.

E. K. Hall, Vice President, American Telephone & Telegraph Co., New York City.

William R. Heath, Vice President, Larkin Co., Buffalo, N. Y.

H. A. Hopf, H. A. Hopf & Co., New York City.

Dr. R. W. Husband, Associate Dean, Dartmouth College, Hanover, N. H.

L. R. Judson, Employment Manager, Timken Detroit Axle Co., Detroit, Mich.

W. W. Kincaid, President, The Spirella Company, Niagara Falls, N. Y.

Fred C. Krafft, Labor Manager, Alfred Decker & Cohn, Chicago, Ill.

J. M. Larkin, Assistant to President, Bethlehem Steel Corporation, Bethlehem, Pa.

Sam A. Lewisohn, Vice President and Treasurer, Miami Copper Co., New York City.

A. H. Lichty, Vice President, Colorado Fuel & Iron Co., Denver, Col.

J. C. Lindsey, Industrial Engineer, Pacific Coast Coal Co., Seattle, Wash.

E. S. McClelland, Personnel Director, Westinghouse Electric & Mfg. Co., East Pittsburgh, Pa.

Dr. S. McCune Lindsay, Professor, Columbia University, New York City.

Dr. C. R. Mann, Chairman, Advisory Board, Operation and Training Division, War Department, Washington, D. C.

Leon Carrol Marshall, Dean, College of Commerce and Administration, University of Chicago, Chicago, Ill.

Franklin B. Mead, Secretary and Actuary, Lincoln National Life Insurance Co., Fort Wayne, Ind.

Henry C. Metcalf, Director, Bureau of Personnel Administration, New York City.

Miss Louise Moore, Employment Service Manager, Dutchess Manufacturing Company, Poughkeepsie, N. Y.

Earl B. Morgan, Director of Employment and Service, The Curtis Publishing Company, Philadelphia, Pa.

Homer Niesz, Director of Industrial Relations, Commonwealth Edison Company, Chicago, Ill.

Louis L. Park, Supervisor of Welfare, American Locomotive Company, Schenectady, N. Y.

D. W. K. Peacock, Personnel Director, White Motor Company, Cleveland, Ohio.

George F. Quimby, Industrial Service Secretary, Associated Industries of Mass., Boston, Mass.

Dr. R. S. Quinby, Service Manager, Hood Rubber Co., Watertown, Mass.

S. R. Rectanus, Director of Employment, American Rolling Mill Co., Middletown, Ohio.

Philip J. Reilly, Personnel Director, Retail Research Association, New York City.

Dr. R. L. Sackett, Dean, School of Engineering, Pennsylvania State College, State College, Pa.

E. Z. Steever, General Electric Co., New York City.

Percy S. Straus, Vice President, R. H. Macy & Co., New York City.

T. P. Sylvan, Vice President, New York Telephone Company, New York City.

Fred W. Tasney, Vice President, Prudential Insurance Company, Newark, N. J.

F. W. Thomas, Supervisor of Apprentices, Atchison, Topeka and Santa Fe R. R. Co., Topeka, Kansas.

R. M. Thompson, Director of Industrial Relations, U. S. Rubber Footwear Factories, New Haven, Conn.

L. W. Wallace, Executive Secretary, Federated American Engineering Societies, Washington, D. C.

R. C. Warner, Treasurer, Standard Oil Co. (Cal.), San Francisco, Cal.

Kendal Weisiger, Educational Director, Southern Bell Telephone and Telegraph Co., Atlanta, Ga.

W. H. Winans, Industrial Relations Dept., Union Carbide & Carbon Corp., New York City.

Cator Woolford, President, Retail Credit Co., Atlanta, Ga.

Arthur H. Young, Manager of Industrial Relations, International Harvester Co., Chicago, Ill.

L. J. Zoeller, Supervisor, Employees' Service Dept., Procter & Gamble Co., Cincinnati, Ohio.

In selecting the above list of names to go on the ballot, the nominating committee has taken into consideration, interest, activity and leadership, in personnel work, geographical representation and connection with different lines of business. The selection includes educational directors, employment managers, personnel directors, industrial relations managers and major executives. The ballot will be issued to members (in good standing) early in October.

Respectfully submitted,

Henry C. Link, Chairman
G. C. Boulton
Oscar M. Miller
F. C. W. Parker
Jos. H. Willets

NATIONAL ASSOCIATION OF CORPORATION TRAINING

Notice of Meeting of Members

The Board of Directors deeming it advisable and for the benefit of this corporation that it should be dissolved and having adopted a resolution to that effect, you are hereby notified that a meeting of members will be held at the William Penn Hotel, Pittsburgh, Pa., on the 9th day of November, 1922, at 1.45 P. M., for the purpose of voting on the advisability of dissolution.

Signed by the Acting Secretary,

W. J. Donald.

PRELIMINARY PROGRAM FOR 1922 CONVENTION

	WEDNESDAY, NOVEMBER 8		THURSDAY, NOVEMBER 9		FRIDAY, NOVEMBER 10	
10:00		Psychological Tests and Training	Pension Plans	Shop Training	Visual Training	Personnel Training in Small Offices
10:30	Training of Immigrant Employees					
11:00			Job Analysis	Developing Junior Executives	Foremen Training	Employee Publications
11:30	Trade Apprenticeship	Employment and Labor Turnover				
12:00						
2:00	Health Education		Management's Responsibility for and Opportunity in the Personnel Job.		This period to be filled from suggestions of members. Please write Program Committee at once.	
2:30						
3:00	Economics for Employees		The National Personnel Association's Annual Business Meeting.			
3:30						
4:00						
	Reception by the Pittsburgh Personnel Association. 7 P. M.		Dinner. 7 P. M.		Business and the Public Schools.	
			The Immigrant and American Industry.			
			The Assimilation or Americanization of the Immigrant.		Industry and Engineering Education.	
			Employee Representation.			

PERSONNEL ADMINISTRATION

Succeeding Corporation Training and Personnel

Volume X NOVEMBER, 1922 Number 7

In This Issue

Convention Program

Dulcigrams in Industrial Relations..Henry C. Link

Proposed Amendments to the By-Laws

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NATIONAL PERSONNEL ASSOCIATION

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L. J. ZOELLER, *Supervisor,* Employees' Service Department, The Procter & Gamble Co., Ivorydale, Ohio.

PERSONNEL ADMINISTRATION

November, 1922

CONVENTION PROGRAM

A general outline of the Convention Program appears on pages 16 and 17. Brief statements regarding most of the round table meetings follow this page. Below is a statement regarding other meetings.

TRAINING IMMIGRANT WORKERS

10 A. M., Wednesday, Nov 8

Blue Room

George F. Quimby, Industrial Service Secretary, Associated Industries Board of Massachusetts.

Discussion

BOARD OF DIRECTORS MEETING

6:30 P. M., Wednesday, Nov. 8

Bongiovanni's Nixon Restaurant, Sixth Ave., opposite William Penn Hotel

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RECEPTION BY PITTSBURGH PERSONNEL ASSOCIATION (Informal)

8 P. M., Wednesday, Nov. 8

Ball Room

CORPORATE DISSOLUTION MEETING OF NATIONAL ASSOCIATION OF CORPORATION TRAINING

1:45 P. M., Thursday, Nov. 9

Ball Room

GENERAL SESSION

2 P. M., Thursday, Nov. 9

Ball Room

OUR IMMIGRATION POLICY AND ITS SOCIAL AND ECONOMIC EFFECTS

Magnus W. Alexander, Managing Director, National Industrial Conference Board

NATION WIDE COOPERATION IN PERSONNEL WORK

W. W. Kincaid, President, The Spirella Company

ANNUAL BUSINESS MEETING

DINNER

7 P. M., Thursday, Nov. 9

Ball Room

(Formal Dress Optional)

THE IMMIGRANT'S POINT OF VIEW

Michael Pupin, Immigrant, Inventor, Consulting Engineer, and Professor of Electro-Mechanics, Columbia University.

MANAGEMENT'S RESPONSIBILITY FOR AND OPPORTUNITIES IN THE PERSONNEL JOB

E. K. Hall, Vice-President, American Telephone & Telegraph Co.

PSYCHOLOGICAL TESTS and RATING SCALES IN RELATION TO TRAINING

10 A. M., Wednesday, Nov. 8.

Ball Room

Dr. E. K. Strong, Jr., Director, Bureau of Educational Research, Carnegie Institute of Technology.

Miss Josephine R. Glaswek, in charge of Testing Division, R. H. Macy & Co.

Discussion.

Extracts from Report on Psychological Tests and Rating Scales.

"By 'training' is meant not the breaking in of 'green' men by assigning them to work with experienced employees until they have learned their duties, but instruction which is systematized and administered by a training staff, and which is given to both new and old employees as occasion warrants.

"Psychological tests and rating scales are used today by a considerable number of corporations, and it is very evident that their use is being extended within those companies and to still other companies.

"A few companies are now satisfied that these devices are really worth while, and have incorporated them as part of their regular machinery of administration. A larger number of companies are feeling their way and are trying them out, usually upon restricted groups of their employees. But the great majority of companies are not using them at all, although a few of these are now interested and will try them in the near future.

"It is clear that a high correlation exists between the use of these devices and the existence of proof of their value. This should be borne in mind by those who have maintained that their introduction depended upon 'selling' the management, and should emphasize the need for clean-cut statistical evidence that they are worth while.

"Possibly the most important functions to be performed for next year by a committee such as the one presenting this report are, first, to discover the variety of tests now being employed, and, second, to present such data as is available proving the value of psychological tests and rating scales."

TRADE APPRENTICESHIP PROGRESS

11:15 A. M., Wednesday, Nov. 8.

Blue Room.

E. E. Sheldon, Supervisor of Apprentices, R. R. Donnelly & Sons.

Paul E. Wakefield, Educational Director, Duquesne Works, Carnegie Steel Co.

Discussion.

Extracts from Report on Trade Apprenticeship Progress

"So far as can be ascertained, Wisconsin is the only State attempting to train skilled mechanics with the aid of an apprenticeship law. In the past year an average of 45 new apprenticeship agreements each month have been entered into.

"The movement has the support of employers and labor generally and it is only a matter of time before every employer will be informed of its operation and persuaded to give it a fair trial.

"There are two direct methods of cooperation between schools and industry—

"1—Teaching in school subjects which will show the value of apprenticeship, taught in such a manner that apprenticeship will be attractive.

"2—And teaching those subjects in continuation schools (evening and day school) which will supplement practical apprentice courses conducted by the industries.

"A system for developing sufficient training courses should be centralized under a national organization that would embody representatives from the manufacturing, educational and publishing institutions, and sub-organizations to introduce and supervise the work in different sections throughout the country.

"The complete solution of this problem so far as business and industry are concerned will be found in having some one in charge of new employees whose duty it should be to lead them through what may be called an adaptation period—the fundamental idea of the vestibule school—and to help them to become adjusted to their new work.

"This adjustment period is absolutely essential and there is nothing which the schools can do to obviate the necessity for it. Business cannot escape the responsibility for it by accusing the schools of turning out an unfinished product."

EMPLOYMENT AND LABOR TURNOVER

11:15 A. M., Wednesday, Nov. 8.

Ball Room

Mrs. A. W. Armstrong, Assistant Manager of Industrial Relations, Eastman Kodak Co.

H. E. Von Kersburg, Employment Manager, R. H. Macy & Co.

Discussion.

Extracts from Report on Employment and Labor Turnover.

"There must be mutual confidence and cooperation between the Employment and Operating Departments. This is the most important problem which we now face. We would suggest that such cooperation might best be brought about by:

"1. Dissemination of all possible information from the Employment Department to the Operating Departments by means of labor inventory statements. These statements should include all information not already in the hands of the Department Heads and should be sent at least quarterly.

"2. Personal contact between the Employment Department representatives and the Operating Department Heads.

"Labor Turnover is the ratio of the total number of separations for a given period to the average number of employees on the payroll for the same period.

"The problems of Labor Turnover may be divided into three basic factors:

"1. The Unit of Turnover.
"2. The Cycle of Turnover.
"3. The Per cent of Turnover.

"The business organizations that have retained their Personnel Departments intact, or even enlarged them, during the recent period of industrial depression, are those which have realized that it takes a man of no mean ability to meet the intricate responsibilities of Employment Management and have selected their Employment executives on this basis. No employment methods can be devised that have any high value, unless the right man is selected to carry them out."

ECONOMICS FOR EMPLOYEES

3 P. M., Wednesday, Nov. 8.

Ball Room

Lee Galloway, Vice-President, The Ronald Press Co.
C. M. Ripley, General Electric Co.

(Illustrated)

Discussion.

Extracts from Report on Methods of Training in Industrial Economics.

"Before methods can be fully developed two things must be accomplished—first analysis of the subject itself to see what elements should be emphasized and what arrangement of material is needed to fit the point of view of the classes aimed at; second, an analysis of the environment, the aims and intellectual condition of the classes of workers that the instruction is intended to reach.

"The newness of the subject therefore calls for a double analysis —an intellectual analysis of the science of economics for purposes of adjustment of the teaching method to the new goal in view and a practical analysis of the industry to establish the right points of contact between the worker's interest and the principles of economics.

"The objectives are:

"1. To determine the points of contact between the employee and his job where the principles of economics are not easily demonstrated;

"2. To gather data which will be useful in illustrating the principles as they are working out through the various jobs and everyday relationships of the employee with his job, his fellow employees, with the firm and with his employers;

"3. To determine the most effective method of getting the economic principles across to the employee—i.e., whether by lectures, class-room, pictures, pamphlets, books, or what not."

HEALTH EDUCATION

2:15 P. M., Wednesday, Nov. 8.

Ball Room

Dr. R. S. Quinby, Service Manager, Hood Rubber Co.
Dr. E. S. McSweeney, Medical Director, N. Y. Telephone Co.
Dr. F. L. Rector, National Industrial Conference Board.
Discussion.

Extracts from Report on Health Education.

"The education of the great mass of the personnel in matters of health is a very complex problem. Their needs in different industries differ very markedly, and a method which will reach one class will not be effectual or useful with another. The most effectual and most lasting results along these lines will undoubtedly be obtained by the personal efforts of the doctor and nurses in their personal contact with employees. The opportunity offers when they are ill, when they come for advice, and when they present themselves for examination. They are then in a receptive mood and the instruction imparted makes an impression which is effectual and lasting. Lecture courses when rendered attractive by good delivery and apt illustration will serve to carry on the work in some branches of health instruction, and printed advice and instructions are also very useful.

"The entire subject of preventive medicine cannot be gone into with the average employee, nor is it desirable, but the personal instruction which the physician and nurse have the opportunity of conveying in their daily contact with the personnel should cover at least essential matters.

"It would seem that the following factors must be considered before we can determine what subjects of health education are most desirable, necessary and practical to teach employees:

"1. The number of employees.

"2. The type of institution or factory and the character of the work.

"3. Whether entirely composed of male (or female) employees.

"4. Whether mixed.

"5. The determination of the average level of intelligence."

PENSION PLANS

10 A. M., Thursday, Nov. 9.

Ball Room

C. S. Ching, Supervisor of Industrial Relations, U. S. Rubber Co.
Daniel Bloomfield, Bloomfield & Bloomfield.
Discussion.

Extracts from Special Report on Pensions for Industrial and Commercial Employees.

"There are, then some very practical results which may be expected from a pension plan. It should, however, be remembered that even if pensions for superannuated employees are decided to be 'a good thing in general,' their value to any particular industry or plant must be carefully measured. Pensions are costly things with which to experiment. Their increased application in the past ten years argues that their value is established in the minds of business men. But before a plan is put into effect in any given instance, the responsible executives should consider:

"(1) just what it is hoped to accomplish by installing the plan,

"(2) whether the plan is likely to accomplish the desired results, and,

"(3) even if the results are accomplished whether the cost makes the plan feasible.

"Costs will vary greatly in different industries; they are likely to be higher rather than lower than the estimates, especially if these are not made by competent actuaries. There are several ways by which the pensioning company can prepare to meet its charge, but these must conform to certain fundamental provisions:

"(1) They must be adequate to meet the needs through good years and bad.

"(2) They must not be so large to imperil the scheme in bad years.

"(3) A pension fund once created should be kept separate from other funds of the concern and regarded as a trust.

"(4) The provision for meeting the costs must be obviously sound, so as to gain the confidence of the employees."

SHOP TRAINING

10 A. M., Thursday, Nov. 9.

Blue Room

R. L. Sacket, Dean, Pennsylvania State College.
Stanley Zweibel, Nordyke & Marmon Co.
Discussion.

Extracts from Report on Shop Training.

"The purpose of Shop Training should be;

(a) to produce better workmen and

(b) to help better workmen to be better citizens.

"The resumption of production is proving again that we have a shortage of skilled workmen. Industries are picking the men whom they employ with more discrimination than was possible during the war. The standards of workmanship are higher and so are the moral standards.

"This report is concerned with those forms of training which are applied in the shop and to train men for specific jobs. This applies primarily to the training of new and unskilled employees, and secondly to the improvement in skill and efficiency of employees who have been on a given job or in similar work either in the plant or elsewhere. As other reports deal with Apprentice and Foreman Training, these subjects are omitted from this report.

"The following type of training may be mentioned:

"(1) Vestibule Schools which apply more especially to emergency conditions such as those created by war or other extraordinary demands.

"(2) The Shop School, where new employees are taught the proper set-up and operation of a given machine or job, in a class by themselves.

"(3) The Group Method by which a green hand is taught by members of a production group.

"(4) Special instruction for works clerks, production clerks and similar workers, of whom only a few in each class are employed even in a large plant."

JOB ANALYSIS

11:15 A. M., Thursday, Nov. 9.

Ball Room

Harry Arthur Hopf, H. A. Hopf and Company.

Discussion.

Extracts from Report on Job Analysis

"Job Analysis is 'that process which results in establishing the component part elements of a job and ascertaining the human qualifications necessary for its successful performance.' "

"Before initiating an analysis of jobs, therefore, an analysis should be made of the situation in order to determine precisely the use to which the results are to be put, the most advantageous manner of going about the work and the degree of detail necessary to furnish adequate data for profitable utilization."

"Job analysis, while usually initiated primarily to serve the purposes of one department or function, should be looked upon as a process related to the organization as a whole and care should be taken not to omit any steps which might be of use for purposes other than the principal objective."

"Whatever the immediate purpose of job analysis, it is a planning function and should, therefore, be undertaken by the Planning Department, where there is one, or by a specialist whose place in the organization is more or less independent and detached."

"The job analyst should be over 25, may be either male or female, should have a college or equivalent education, and have had actual training or experience, sound mental qualifications and good personality."

"The first step must be 'to secure the friendly attitude and cooperation of all department heads and, indeed, of all workers.' "

The report describes the application of Job Analysis in 1. Developing a Program of Foreman Training; 2. Standardizing Salaries; 3. Developing a Promotion Program; 4. Reducing Operating Expense.

DEVELOPING MEN FOR EXECUTIVE POSITIONS

11:15 A. M., Thursday, Nov. 9.

Blue Room

C. R. Dooley, Manager, Personnel and Training, Standard Oil Co. of N. J.

Discussion.

Extracts from Report on Developing Men for Executive Positions

"The companies which the Committee has consulted are almost unanimous in the belief that maintaining a sufficient supply of competent junior executives is the most important step to guarantee a succession of major executives in the future. It is of vital importance even in carrying forward the work of organizations during the next few years."

"Finding men properly endowed and sufficiently trained for statesmanship in business will be a far harder task than that of providing the required number of experts in technical fields."

"They believe that organized training for executive positions is of greater importance than ordinary employee training for specific tasks of the kind that has had such a remarkable growth in the last fifteen years."

"Promotion to executive positions from within the organization is the most general theory and practice."

"The new employee should then be selected on the basis of the intelligence, attainments and personal qualities necessary in that position. He should be neither superior nor inferior to those requirements."

"If this is true it would seem to be wise for companies to make a careful forecast of their executive needs in sufficient time to permit of careful selection and training."

"Companies having had training courses for several years invariably report that the effort and expense involved are justified by the results."

INDUSTRIAL MOTION PICTURES

How to Circulate Them and a Few Cautions Regarding Their Manufacture and Distribution

10 A. M., Friday, Nov. 10.

Blue Room

H. M. Jefferson, Manager, Personnel Development Department, Federal Reserve Bank of New York.

Discussion.

Extracts from Report on Industrial Motion Pictures

"'Movies' have three distinct uses or objectives: 1. For entertainment or amusement; 2. For instruction; 3. For industrial purposes."

"Many non-theatrical films are distributed and used. The demand for them is increasing. The distribution cost is paid by somebody and that somebody is the industry which seeks to tell its story through motion picture films. As a rule the exhibitor pays only the transportation charges, sometimes one way, sometimes both."

"The problem of non-theatrical distribution is to reach this heterogeneous group most economically. The equipment is, of course, varied, the knowledge of film handling is sometimes crude, but there is a wide field of excellent distribution that has hardly been touched."

"The Agencies seeking to distribute films to the non-theatrical field are also numerous and varied. Among them are the following: 1. The non-theatrical film exchange; 2. The industrial department of the International Committee of the Y. M. C. A.; 3. The Bureau of Commercial Economics at Washington, D. C.; 4. Some film producing companies; 5. Several projector manufacturers; 6. Industrial concerns themselves; 7. Extension departments of some state and agricultural universities; 8. Departments of visual instruction of the public school systems; 9. A few individual churches."

"Special attention should be given by a distributing agency to the subject matter of the films distributed by it. What is meat for one audience will be poison for another. Much greater care is needed in planning and producing films to secure a hearty reception from the type of audience for which they were prepared."

"In March, 1922, the National Board of Fire Underwriters approved the use of portable projectors which use standard non-inflammable film."

FOREMAN TRAINING METHODS

10 A. M., Friday, Nov. 10.

Blue Room

J. D. MacDonald, the Ohio State University.
Harry H. Tukey, Educational Director, New York Employing Printers' Association, Inc.
Discussion.

Extracts from Report on Foreman Training

"Although there are numerous variations of methods the entire group seems to boil down to at least four principal methods: 1. Lecture method; 2. Conference method; 3. Text study method; 4. Field training method."

"Of all the methods which have commended themselves for use in the development of foremen, the one which had probably widest use but the least acknowledgement has been the Lecture Method."

"Under the so-called conference plan a foremanship course is set up in terms of objectives to be attained rather than content to be taught, the idea being to develop the thinking of the foremen with regard to their responsibilities on the job rather than to instruct them on new subject matter."

"There are two procedures for handling this work. In the first, the text is developed and presented by the company itself. In the second, the text is prepared and presented by agencies outside the company which specialize in such work and are unquestionably well equipped to handle it. In the latter group there is again a subdivision into group study work and correspondence study work. Both types of work are to be commended in the fields they serve."

"Probably the oldest method of developing supervisors and minor executives is that of making them on the job."

"Doubtless the work of the next few years will be not so much the development of new methods as better application of the methods already outlined to the conditions for which they are best suited."

"Foremanship training to be really effective must be a continuous process. Not only must the instructional and development part of the program extend over a long period of time but also every opportunity must be taken to show the concrete application of the principles involved."

"The term 'conference' probably contributes to the confusion which exists between meetings for production purposes and meetings for training purposes."

PERSONNEL PROBLEMS OF SMALL OFFICES

11:15 A.M., Friday, Nov. 10.

Reception Room

Martin L. Pierce, Manager, Research and Promotion Department, Hoover Suction Sweeper Co.

Discussion.

Extracts from Report on Training the Personnel of Small Offices

"The chief fact discovered, in the opinion of the Committee, is the almost total lack of a definite, planned training program in the majority of companies. Training, in small offices, has been left to take care of itself.

"From the standpoint of management, the time and money expended for a training program represents an investment from which management secures very *tangible* dividends just as truly as from equipment or manufacturing processes. By raising the efficiency of the individual employee, more work can be produced per day, therefore less floor space is required. Furthermore, the higher the type of the employee and the better trained he is, the less supervision is required. Few supervisors are required for comparatively larger number of employees. Within the organization production is brought up to a maximum because the work is definitely laid out and scheduled. Records will show positively who are deserving of promotion and salary increases. When it becomes advisable or necessary to discharge an employee, it is done upon the basis of facts revealed in the office records. Training is a promoter of good-will. The type of work being done as a result of a definite training program will put the industry back of it in a class above the average, and the spirit of helpfulness that is developed within the organization will be recognized and appreciated by those coming in contact with the management in a business way. A fifty per cent. decrease in errors and a thirty per cent. increase in production have been secured by several business organizations that put on only a limited educational program, dealing for most part with general analysis, the standardization of a day's work of the various employees. Much more can be secured by those who definitely and systematically carry on a continuous program of training built upon the actual needs of all office workers employed."

A. M. — **WEDNESDAY, NOVEMBER 8**

10:00 Round Tables

TRAINING IMMIGRANT WORKERS

George F. Quimby, Industrial Service Secretary, Associate Industries of Mass.
(see page 3)

PSYCHOLOGICAL TESTS

Dr. E. K. Strong, Jr., Director, Bureau of Educational Research, Carnegie Institute of Technology.

Miss Josephine R. Glascock, in charge of Testing Division, R. H. Macy & Co.
(see page 4)

11:15 Round Tables

TRADE APPRENTICESHIP

E. E. Sheldon, Supervisor of Apprentices, R. R. Donnelley & Sons.

Paul E. Wakefield, Educational Director, Dusquesne Works, Carnegie Steel Company. (see page 5)

EMPLOYMENT and LABOR TURNOVER

Mrs. R. F. Armstrong, Assistant Industrial Relations Manager, Eastman Kodak Co.

H. E. Von Kersburg, Employment Manager, R. H. Macy & Co.
(see page 6)

12:30

P. M.

2:00 General Sessions

Welcome by Pittsburgh: Mayor W. A. Magee

Response:

ECONOMICS FOR EMPLOYEES

Lee Galloway, Vice-President The Ronald Press Company.

C. M. Ripley, General Electric Co.
(Illustrated talk)
(see page 7)

HEALTH EDUCATION

Dr. R. S. Quinby, Service Manager, Hood Rubber Company.

Dr. E. S. MacSweeney, Medical Director, N. Y. Telephone Company.

Dr. F. L. Rector, National Industrial Conference Board.
(see page 8)

Evening Meetings

6:30 Board of Directors Meeting, Dinner.

8:00 Reception by the Pittsburgh Personnel Association (Informal), Ball Room, William Penn Hotel.

(see page 3)

PROGRAM

DAY, NOVEMBER 9

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SHOP TRAINING
R. L. Sackett, Dean, Pennsylvania State College.
Stanley Zweibel, Nordyke & Marmon Co.

(see page 10)

IS
H. A.

DEVELOPING MEN FOR EXECUTIVE POSITIONS
C. R. Dooley, Manager Personnel and Training, Standard Oil Co. (N. J.)

(see page 12)

ATE DISSOLUTION MEET-ATIONAL ASSOCIATION of ATION TRAINING (see p. 3)

TION POLICY AND ITS SO- ECONOMIC EFFECTS
ander, Managing Director, Na-ial Conference Board.

COOPERATION IN PER-NNEL WORK
resident, The Spirella Company.

BUSINESS MEETING

(see page 3)

ndments to By-Laws see pages

eting (Formal Dress Optional) Ball Room

ANT'S POINT OF VIEW
nmigrant, Inventor, Consulting Professor of Electro-Mechanics, versity.

S RESPONSIBILITY FOR ORTUNITIES IN THE RSONNEL JOB
President, American Telephone Co.
(see page 3)

FRIDAY, NOVEMBER 10

MOTION PICTURES
H. M. Jefferson, Manager of Personnel Development Department, Federal Reserve Bank of New York.
(Illustrated)

(see page 13)

FOREMEN TRAINING
D. J. MacDonald, Ohio State University.
H. H. Tukey, Supervisor of Foremen's Conferences, N. Y. Employing Printers' Association.

(see page 14)

PERSONNEL PROBLEMS OF SMALL OFFICES
Martin L. Pierce, Manager Research and Promotion Dept., Hoover Suction Sweeper Co.

(see page 15)

EMPLOYEE PUBLICATIONS
F. P. Pitzer, Superintendent of Employment and Personnel, The Equitable Life Insurance Society of the U. S.

(see page 18)

LOCAL PERSONNEL GROUPS AND ACTIVITIES
Cator Woolford, President, Retail Credit Co., Atlanta, Ga.
J. W. Dietz, Educational Director, Western Electric Co.

THE IMPORTANCE OF LOCAL PERSONNEL GROUPS AND METHODS OF MAKING THEM EFFECTIVE
Oscar M. Miller, Assistant Superintendent, Bayway plant, Standard Oil Co. of N. J.

CHAMBER OF COMMERCE ACTIVITIES, IN THE PERSONNEL FIELD
Martin Dodge, Secretary, Industrial Relations Committee, Merchants' Association of N. Y.
(see page 19)

8:00 P. M.
INDUSTRY AND THE ENGINEERING SCHOOLS
F. L. Bishop, Dean, University of Pittsburgh.
W. E. Wickenden, Assistant Vice-President, American Telephone and Telegraph Company.
(see page 20)

8:00 P. M.
INDUSTRIAL AND PUBLIC SCHOOL RELATIONS
C. S. Coler, Manager, Educational Department, Westinghouse Elec. & Mfg. Co.
R. L. Cooley, Supt. of Continuation Schools, Milwaukee, Wis.
Dr. Clifford B. Connelley, Commissioner of Labor, Pa. (see p. 21)

EMPLOYEE PUBLICATIONS

11:15 A. M., Friday, Nov. 10.

Reception Room

F. P. Pitzer, Superintendent of Employment and Service, The Equitable Life Assurance Society of the United States.

Discussion.

Extracts from Report on Employee Publications

"Employee publications are demanding the serious consideration of all executives because it has been shown that such a publication 1. Is a proven asset; 2. Embraces educational and training features that are invaluable; 3. Stimulates morale; 4. Creates a better understanding between employer and employee; 5. Increases production and efficiency; 6. Tends to reduce labor turnover."

"Management should realize the importance of putting policies in print before their employees."

"The employees' publication should have a strong, forceful name, one that catches the eye and carries a note of confidence. . . . ."

"A sub-title should be used in order to give a better description of what the publication intends to do and to give knowledge of its scope."

"It is recommended that a definite publication date should be fixed and the paper issued regularly on that date."

"The internal or strictly employee publication should be supervised as a general rule by the person in charge of the industrial relations activities."

"The best plan of distribution seems to be to distribute the publication at the end of the day or shift at some point convenient to the workers as they leave the plant."

"An employees' publication should live up to the standards of truth of the Associated Advertising Clubs of the World."

"In the beginning the policy of every employee publication should be reduced to writing and placed on file with the company, and the policy of all publications should be re-stated from time to time."

"It is vitally important that employee publications should embody sound personnel philosophy and practice and this means that employee publication editors should be versed as thoroughly as possible in the science of personnel management."

LOCAL PERSONNEL GROUPS and ACTIVITIES

2 P. M., Friday, Nov. 10.

Blue Room

Cator Woolford, President, Retail Credit Co.

Oscar M. Miller, Assistant Superintendent, Bayway Plant, Standard Oil Co. (N. J.)

Martin W. Dodge, Secretary, Industrial Relations Committee, Merchants' Association of New York.

J. W. Dietz, Educational Director, Western Electric Co.

Discussion.

Subjects and Questions for Discussion

The Importance of Local Personnel Groups and Methods of making them effective.

Should local groups tie up with the local Chamber of Commerce?

What should be the attitude of a Chamber of Commerce toward local industrial disputes—pro-employer, pro-labor, pro-community?

Should a Chamber refer such disputes to a standing committee, to specially appointed committees, or to an extra-organization committee or association?

Should a personnel group attached to a Chamber be allowed to speak for the Chamber, should it try to influence the policy of the Chamber as expressed by the Board of Directors or should it confine its activities to the discussion and dissemination of information on personnel problems—especially the less controversial topics?

What are the functions of local groups as compared with the National Association?

How may they be organized and financed?

To what extent should a local organization undertake to assemble information or to make intensive studies of personnel problems that are of national as opposed to local interest?

RELATIONS WITH ENGINEERING COLLEGES

8 P. M., Friday, Nov. 10.

Blue Room

F. L. Bishop, Dean, University of Pittsburgh.

W. E. Wickenden, Assistant Vice-President, American Telephone & Telegraph Co.

Discussion.

Summary of Report on Relations with Engineering Colleges

The present state of engineering education is one of active flux. Educators and officers of industry are agreed that the demands of civilization on the engineer are becoming broader and call for a more fundamental and less specialized form of education. Engineers have achieved brilliant success in creating the machines and structures which make modern industry possible. They are now being called upon to give equal concern to the agencies of society which utilize this material equipment.

In organizing a Committee on Relations with Engineering Colleges, the aim is two-fold, (1) to serve our member companies by supplying them collectively with information and service which it would be impracticable or costly for them to obtain individually and, (2) to provide an agency through which our members may make their distinctive contribution to the work of the engineering colleges on the personnel side.

There are twenty or more organizations already active in shaping the progress of engineering education. This number includes professional societies of engineers, industrial groups and the general organization of engineering teachers. There are some matters, such as the organization and content of the curriculum, methods of teaching, and the like in which our concern is secondary to that of other organizations. Our largest interests and opportunities for service have to do with the personnel methods employed by the colleges, with matters of vocational counsel and placement, with the contact of students and instructors with industry and commerce through summer employment, and with the adequacy of the output of the schools to the demands of the industries. The Committee will recommend a program of specific activities along these lines.

INDUSTRIAL AND PUBLIC SCHOOL RELATIONS

8 P. M., Friday, Nov. 10.

Ball Room

R. L. Cooley, Superintendent of Continuation Schools, Milwaukee.

C. S. Coler, Manager, Educational Department Westinghouse Electric & Mfg. Co.

Dr. Clifford B. Connelly, Commissioner of Labor, Pa.

Discussion.

Extracts from Report on Industrial and Public School Relations

Recommendations.

1. "Your committee on Industrial and Public School Relations recommends that committee work along this line be continued and suggests that future committees in line with the policy established by the present committee be composed of approximately an equal representation from the Public Schools and Industries.

2. "In carrying on the extension work of the committee to other industrial centers it is recommended that instead of attempting to establish a full-fledged organization in each center, those interested in the local work call a joint meeting of representatives of industry and the public schools for the purpose of discussing questions of mutual interest. The general committee may assist by suggesting general questions which can be used as a guide in setting up a program for such meetings.

"It is believed that in the majority of cases where representatives of industries and public schools get together in this way they will desire of their own accord to continue the relationship.

3. "It is recommended that if possible arrangements be made whereby a member of the National Committee can attend at least one meeting in each industrial community where contacts are being organized between the Industries and Public Schools.

5. "Your committee, also, would recommend that the suggestions contained in its report regarding the means of cooperation between the Industries and Public Schools be published in "Personnel Administration" and any other magazines which will bring the matter to the attention of those engaged in Industrial and Public School Work."

Dulcigrams in Industrial Relations

By Henry C. Link

WHEN in the mucky ages of history, some one discovered that the whole is greater than the part, that things equal to the same thing are equal to each other, and that things not equal to the same thing are not equal to each other, there was undoubtedly a great deal of excitement. We can imagine our prehistoric ancestors going from convention to convention, or rather from tribe to tribe, discoursing with great eloquence and emotion over the fundamental discoveries which had just been made. We can even imagine them saying to their rapt audiences: "Some people do their figuring in terms of notches, some with stones, some with beads, and others with signs; but after all, we cannot get away from the fundamental axioms of all mathematics, namely, that the whole is greater than the part and that things equal to the same thing are equal to eac hother. If we observe these fundamental truths we need not worry about the details of our mathematical processes." Thereupon we can imagine the tribesmen going back to their caves, inspired by these grand truths, to perform noble deeds in fields of mathematics.

Much water has flowed under the bridge since then. There is today a science of mathematics which rests, to be sure, on these very axioms but which has advanced so far that the axioms themselves are never mentioned except to the children who are just beginning the study. Mathematics is now concerned with the binomial theorem, equations of arithmetical and geometrical progression, the theory of permutations and combinations, and many other problems which have a very practical bearing upon the needs of today. While the axioms still hold good, the mathematician would no more think of becoming eloquent about them than the chemist would think of becoming eloquent about the fact that water consists of hydrogen and oxygen, or about the fact that the specific gravity of alcohol is lower than that of water. In short, the elementary facts or fundamental laws of the past are the platitudes and bromides of today.

The Industrial Relations field has recently been going through what might be called the axiom or the *after all, when you get right down to the bottom of things,* stage. During the past few years the eloquent pioneers in this field have moved and inspired their audiences time and again with their annunciation of the fundamental principles or axioms (if we may call them such), of Industrial Relations. But there are signs of a general awakening to the fact that

these basic principles are only the starting point of the activities which must be carried on. And that the great tasks in the field of Industrial Relations are concerned with the technique, the mechanism, the organization by which its fine principles can be carried into effect. Industrial Relations, too, may have its fourteen points, or any other number of points, but we know through experience that their chief value lies in the manner in which they are carried out. It requires only an orator to be eloquent about axioms and principles and fundamental laws. It requires an executive with the necessary knowledge and tools to put them into effect.

The Industrial Relations field is therefore ripe for the enumeration of a number of axioms and principles which have now reached the stage where they may well be classified as broimdes and platitudes. We have called them Dulcigrams at the head of this article because of the play entitled "Dulcy" which has had a very successful run in New York. This play deals humorously with the platitudes of business and domestic life, and when it has been seen by a sufficient number of people, the name, "DULCIGRAM" will undoubtedly be popularly used to designate the platitudes and bromides of Industrial Relations as well. It is high time to recognize these Dulcigrams for what they are so that the eloquence and energy of the future may be turned into more profitable channels. Below are a few of the most common Dulcigrams, gleaned from Industrial Relations conventions and publications, with appropriate comments.

1. *Capital and Labor are Partners.* Profoundly true. The question is: How in view of the conflicting ideas of Capital and Labor, are the interests of the two partners to be harmonized?

2. *The period through which we have just gone has been one of machinery. We are now in a period in which the human factor is supreme.* Quite true. But what of it?

3. *We have spent a great deal of money on building machinery, on material equipment, but the human factor, the producer, has been neglected.* Undoubtedly.

4. *The war precipitated the whole problem.* Yes; but the war is gone and the problems are still with us.

5. *The history of the past hundred years is the history of the division of labor. We have developed from the stage of the craftsman to the stage of the machine operator and the job of many repetitions of one small task.* This is a topic which affords many speakers an interesting three-quarters of an hour. But we can now say: Let bygones be bygones.

6. *The Golden Rule.* Printed on a black background in golden letters, it makes a beautiful motto for the office man's desk. There is much in this rule; but the question is: How are we going to get it into operation?

7. *The first thing to find out is what the problem really is.* Surely, this is the beginning of all wisdom.

8. *The cost of labor turnover.* Yes, isn't it terrible?

9. *The foreman is the key-link in industry.* We are beginning to believe this ourselves.

10. *The only sure basis of action is a basis in right.* Right-O.

In addition to the sayings which may be regarded as axiomatic and now as Dulcigrammatic, there are innumerable platitudes the truth of which may be questioned, and others which may be true but which have no value except from an oratorical or elocutionary point of view. Most people react to these platitudes like slot machines. Drop in a bromide and out comes a tear or a cheer of approval. If we were on our guard against these mechanical statements, we could undoubtedly check our automatic emotions and substitute a little genuine ratiocination. The Dulcigrams given below have been taken from speeches made at various conferences or conventions. They are fairly typical, and have been heard or read many times over.

1. "Let the worker come and face me man to man!" Thus saith the employer, barricaded behind an enormous glass top desk and surrounded by an expanse of protective coloring.

2. "I know my men and they know me!" Sometimes this helps. Sometimes quite the contrary.

3. "My grandfather in the good old days," etc., etc. "Ah, them was the happy days."

4. "The man to man contact, which has been eliminated, must be restored." Those who have no plan of employee representation are often the ones who make this statement most emphatically.

5. "We must recognize the creative instinct which exists in every man." The illustration always given is of the carpenter who was building targets but who threw down his tools when he found that his handiwork was to be destroyed. Even the hard-headed business man can become mawkishly sentimental on occasion.

6. "After all, it's what comes in the little envelope at the end of the week that counts." Cheers from the hard-headed and those who wear silver dollars for eyeglasses.

PROPOSED AMENDMENTS TO THE BY-LAWS OF THE NATIONAL PERSONNEL ASSOCIATION

Amendments to the By-laws

At a meeting held on Tuesday, September 12th, at the Old Colony Club, Hotel Biltmore, New York, the Executive Committee unanimously voted to recommend for adoption at the annual meeting the following proposed amendments to the By-laws. The Articles of Incorporation appear on pages 20 and 21 of the May number and the By-laws on pages 28-32 of the June number of Personnel Administration:—

1. ARTICLE I. Shall be amended as follows:

a. By the amendment of Section 6 as follows:

6. Any member may be expelled by a two-thirds vote of the Board of Directors.

b. By the addition of Sections 8 and 9 as follows:

8. Each member in good standing is entitled to one vote.

9. New members must pay membership dues in advance before being permitted to vote or to exercise other privileges of membership.

2. ARTICLE II. Shall be amended to read as follows:

ARTICLE II

Board of Councillors

1. A Board of Councillors shall be elected consisting of one representative appointed by each affiliated local group and 30 councillors-at-large elected by the membership at large.

2. The duties of the Board of Councillors shall be

a. To advise the Board of Directors concerning both national and local opinion on the problems and work of the Association.

b. To nominate annually the Board of Directors, who may or may not be members of the Board of Councillors.

3. The representatives of each affiliated group shall be appointed by the group for the current calendar year. Such representative shall be selected from those persons who are members of both the local group and the National Personnel Association. Vacancies may be filled at any time for the unexpired period by the local group. Notification of appointment shall be made in writing to the secretary of the National Personnel Association by the secretary of the affiliated local group.

4. In the first annual election 30 councillors-at-large shall be elected from among the members including the administrative executives of company members or persons fully and actively engaged in personnel work of company members. The 15 receiving the highest vote shall be elected for two years and the remainder for one year or until their successors are elected. In subsequent elections 15 councillors-at-large shall be elected for a term of 2 years or until their successors are elected.

5. At the annual business meeting the members shall elect a nominating committee whose duty it shall be to nominate candidates for the Board of Councillors, except that the first nominating committee shall be appointed by the Board of Directors.

6. Any member shall have the privilege of making nominations for the nominating committee, and when such nominations are seconded by any other member, that nominee shall be one of those to be voted for. Nominations may con-

tinue in this manner until a resolution shall be adopted to close the lists. After the lists are closed a ballot shall be taken. Each member shall have the right to vote for five of those placed in nomination in the manner described. The five nominees receiving the highest number of votes shall constitute the nominating committee and shall serve for one year. No member shall be eligible for more than two consecutive terms.

7. The names of those elected to serve on the Nominating Committee shall be published in the official publication of the Association or issued by circular letter to the membership within two months after their election with a notice to members to make suggestions to the Nominating Committee.

8. The Nominating Committee shall deliver to the Secretary in writing, at least forty-five days before the next annual business meeting, the names of twice as many persons as there are vacancies to be filled among the Councillors-at-large, together with the written consent of each to serve if elected.

9. The names of these persons shall be published by the secretary either in the official publication of the Association or issued in a circular letter to the membership at least thirty-five days prior to the annual business meeting.

ARTICLE IX

10. At least thirty days prior to the annual business meeting the secretary shall mail ballots to all members entitled to vote to be returned to the office of the secretary or some other place designated by the Board of Directors, at least one week prior to the annual business meeting.

11. The members shall vote on the nominees by mail or in person, by secret ballot, in conformity with such additional rules and regulations as the Board of Directors may adopt.

12. In the case of a tie in the last place either in the election of a nominating committee or in the election of councillors-at-large, the election shall be made by lot.

13. The president shall appoint a committee of tellers to supervise and conduct the elections.

14. The committee of tellers shall report the names of those receiving the highest votes in number equal to the number of councillors-at-large to be elected, to the annual business meeting.

15. In 1922 the thirty councillors-at-large elected shall consist of those persons nominated for the Board of Directors under the By-laws as adopted by the incorporators with the approval of the organizing committee on May 20, 1922.

16. At meetings of the Board of Councillors ten shall constitute a quorum provided due notice of the meeting has been given every member of the Board of Councillors. Each member of the Board of Councillors may be represented by an accredited personal representative.

17. The President of the Association shall be the Chairman and the Managing Director shall be the Secretary of the Board of Councillors and they shall be ex officio members of the Board of Councillors.

3. **ARTICLE III. Shall be amended to read as follows:**

ARTICLE III

Board of Directors

1. The functions of the Board of Directors shall be to manage the af-

fairs, funds and property of the corporation.

2. The first Board of Directors shall be elected by the incorporators and shall consist of three or more.

3. Thereafter the Board of Directors shall consist of fifteen persons elected annually by the members at the annual business meeting.

4. Absence from three consecutive regular meetings, without an excuse deemed valid and so recorded by the Board of Directors, shall be construed as a resignation.

4. ARTICLE IV. Shall be amended as follows:

ARTICLE IV

Vacancies

Vacancies by resignation or otherwise in the Board of Directors or among the Councillors-at-large may be filled by the Board of Directors for the remainder of the unexpired term.

5. References to the executive committee shall be eliminated from Articles V and VI as follows:

a. By the amendment of Article V, section six to read as follows:

4. The Board of Directors may authorize . . . .

b. By the amendment of Article VI section 2 to read as follows:

2. The president shall appoint all committees subject to confirmation by the Board of Directors.

c. By the elimination of section 3 of Article VI.

6. ARTICLE IX. Shall be amended to read as follows:

ARTICLE IX

Divisions

The Board of Directors shall have the power to establish divisions of the National Personnel Association.

7. ARTICLE X. Shall be amended to read as follows:

ARTICLE X

Local Associations

1. Local groups interested in the purposes of the National Personnel Association may, by resolution, apply to the Board of Directors for affiliation with the National Personnel Association.

2. Affiliated groups may make it known on their stationery, or otherwise, that they are "affiliated with the National Personnel Association."

3. Affiliated groups shall pay an annual affiliation fee of $15. for the local secretary (or other person officially chosen as "active representative" by the local group) at the regular individual membership rate of $15. per year, which entitles the local groups to formal affiliation and the active representative of the local group to the publications of the National Personnel Association which are issued to other individual members, and to vote as an individual member.

It is also proposed by one of the members of the Association that Article I, Section 2, be amended to read as follows:

Each company (or service) member shall designate one individual as its voting representative who shall have the status of a member of the Association and may appoint an alternate to the voting representative who shall have all the privileges of an individual member except the right to vote.

Or as follows:

Each company (or service) member shall designate one individual as its voting representative who shall have the status of a member of the Association and may appoint an alternate to the voting representative who shall have the status of a member of the Association including the right to vote.

CONVENTION COMMITTEES

CONVENTION PROGRAM COMMITTEE

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GENERAL INFORMATION

Headquarters:—William Penn Hotel, Seventeenth Floor. All meetings held here.

Registration:—All members and visitors are requested to register immediately on arrival. Fee $2.00.

Dinner Reservations:—All reservations for the dinner (7 p. m., Thursday, Nov. 9), should be made at the registration desk and not later than noon of Thursday.

Inspection Visits:—A number of inspection visits to Pittsburgh plants are being arranged for Saturday, Nov. 11. Information at registration desk.

Exhibit:—The National Industrial Conference Board Charts in the ballroom—seventeenth floor.

Proceedings:—The proceedings of the Convention including all committee reports and the discussion of the reports, and the addresses, together with the magazine "Personnel Administration" for the balance of the calendar year 1922, are available for the price of $10. The number of copies of reports printed and available is only about 200. New members will be given preference in order of application for membership.

THURSDAY AFTERNOON AND EVENING SPEAKERS

MAGNUS W. ALEXANDER

Magnus W. Alexander studied mechanical, metallurgical and electrical engineering at Austrian University in Wien 1889, Leafen 1891, Gratz 1892 (honorary Master of Science, Trinity College). Began as engineer with largest Austrian iron and steel company; designer and engineer with Weston Electric Instrument Co., 1893-4, and with Westinghouse Electric & Manufacturing Co., 1894-9. Chief designer and engineer with Siemens & Halske Electric Co. of America, 1899-1900. General Electric, 1908, consulting engineer on economics. Managing director, National Industrial Conference Board since May, 1916. Past chairman, Massachusetts Commission on Old Age Annuities and Pensions; member American Society of Mechanical Engineers. Author of "Safety in the Foundry" and many articles on industrial education and economics.

E. K. HALL

Educated, Dartmouth '92; Harvard Law School '96. Entered law firm Powers, Hall & Jones, of Boston, who served the New England Telephone & Telegraph Co., for which company he became attorney and later vice-president in charge of public relations. In 1917 he became vice-president of the Electric Bond and Share Company of New York.

During the period of active participation in the war he served as business manager of the Committee on Education and Special Training, in which capacity he was responsible for the business relations between the War Department and the educational institutions in connection with the Students' Army Training Corps. In 1919 he returned to the telephone industry, becoming vice-president of the American Telegraph and Telephone Company in charge of personnel and public relations.

He is a trustee of Dartmouth College and served as chairman of the committee which raised the alumni fund for the building of the Dartmouth gymnasium. Mr. Hall has served for many years as chairman of the Intercollegiate Football Rules Committee.

W. W. KINCAID

President of The Spirella Company, Inc., Niagara Falls, N. Y., and director of The Spirella companies in Canada, Great Britain, Germany and Sweden, which together have a sales organization of about fourteen thousand persons. President of the Niagara Falls Chamber of Commerce and president of the National Personnel Association.

MICHAEL PUPIN

Michael Pupin was born in Idvod, Banad, Hungary, in 1858, and came to this country forty-eight years ago with only five cents in his pocket. Today he is one of the most noted inventors in the field of electro-mechanics in the country. One of his greatest and most recent inventions is known as the "Pupin coil" which made long distance telegraphy possible. He is a consulting engineer of note, and also Professor of Electro-Mechanics at Columbia University. In the September number of Scribner's Magazine he began a series of articles entitled "From Immigrant to Inventor." This series promises to be as interesting as "The Americanization of Edward Bok." Professor Pupin has been prominently connected with activities among the Serbs, Croats and Slovenes. His magnetic personality and ability as a speaker, coupled with his unique history, promise a rare treat for those who attend the dinner on Thursday night.

NOTES

(For general information see page 30)

Date Accepted.....

(Please do not write in this space)

NATIONAL PERSONNEL ASSOCIATION

INDIVIDUAL MEMBERSHIP APPLICATION

The undersigned hereby applies for individual mmebership in the National Personnel Association, and, in consideration of this application being accepted and the undersigned thereby becoming a member of the Association, hereby agrees to pay the dues annually in advance in the amount stated below, beginning.....

MEMBER .....

ADDRESS (St.).....TEL. NO.....

CITY .....STATE .....

SIGNED BY.....DATE .....

ANNUAL DUES $15 ($5 of which is for one year's subscription to "Personnel Administion.")

THIS AGREEMENT may be cancelled by written resignation, in accordance with the provisions of the By-Laws.

PROPOSED BY.....SECONDED BY.....

3000-7-22

PERSONNEL ADMINISTRATION

Succeeding Corporation Training and Personnel

Volume X **DECEMBER, 1922** **Number 8**

In This Issue

Impressions of the Pittsburgh Convention.....W. J. Graham

Employee Education Through House Organs and Other Publications.....Manley M. Ellis

Reviews and Abstracts

Association News

Fifty Cents Per Copy **Five Dollars Per Year**

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E. H. KRAMER, *Manager, Personnel Section,* General Motors Research Corporation, Representing EMPLOYMENT MANAGERS ASSOCIATION OF DAYTON.
JOHN MCLEOD, *Assistant to President,* Carnegie Steel Company, Representing PITTSBURGH PERSONNEL ASSOCIATION.
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PERSONNEL ADMINISTRATION

December, 1922

Impressions of the Pittsburgh Convention

By W. J. Graham

Vice-President, The Equitable Life Assurance Society of the U. S.

THE inaugural convention of the National Personnel Association, held at Pittsburgh, November 8, 9 and 10, confirmed the fondest hopes of the organizers and promoters that this new body has a broad field of usefulness and is geared up to function in that field. This judgment seemed to be the unanimous opinion of the 350 people who registered for the convention and faithfully attended its sessions. The quality of these men and women was of notably high order. Many were officers of companies—presidents, vice-presidents, and executive officers—while the outstanding attendants were personnel executives in active charge of industrial relation activities. The company membership was well-represented by delegates of large calibre and the individual membership, which also was present in large number, likewise produced the type of man able to contribute importantly on the various phases of the personnel problem and able to assimilate and appreciate authoritative contributions from fellow members. It seemed the accepted opinion that an association which could draw together a group such as registered for this convention had the right material for making a dominant organization of its kind.

President Kincaid carried along the membership in enthusiastic endorsement of his outline of the field in which the National Personnel Association could and should operate. He ably sketched the organization and its program. Mr. Kincaid's speech was a masterpiece of analysis of industrial relations and personnel problems. As this address is in print, no attempt will be made to describe it. It leaves no necessity for describing the convention's attitude on the aim and field of the new association since the convention made Mr. Kincaid's speech its platform.

Many of the members who participated actively in the work of one or more of the parent bodies, came to the convention in a somewhat skeptical frame of mind regarding the new organization. The

early sessions of the meeting dissolved all such skepticism as was illustrated by the avowal of four representatives from Buffalo who got up in meeting to say that they had come in "show me" mood but that they were shown completely and to the extent that they were returning to Buffalo to sell the National Personnel Association to the local association. Two of this delegation whose companies were not members of the national association proposed to request their organization to take out company membership. The Vice-President of one of the largest companies in the country stated that he came to the convention as a matter of duty, not expecting to enjoy or profit by it and that not only had he done both but that, as a hardened convention-goer, he had gotten more out of this convention than out of any he had attended for a long time. The Chicago representatives, at a special luncheon to which they invited officers of the association, pledged themselves to convince the members of their local industrial relations group of the value of the National Personnel Association and to secure its affiliation. These expressions are representative of the attitude of other groups. The opinion was general that the National Personnel Association deserved the support of employing companies and that subscribing company membership should and would be obtained by the solicitation of those who had attended the National Personnel Association, to the extent of absolutely insuring the success of the new organization.

Two of the most important addresses of the meeting were reserved for the dinner Thursday evening. E. K. Hall, Vice-President of the American Telephone and Telegraph Company ably handled the topic, "Management's Responsibility for and Opportunities in the Personnel Job." The other speaker of the dinner was Michael Pupin, immigrant, inventor and engineer in the field of electro-mechanics, and a professor at Columbia University, who spoke on "The Immigrant's Point of View." This speech gave in lucid and interesting form the viewpoint of the American citizen and the viewpoint of the immigrant. The question of immigration in connection with labor problems naturally came up at the convention and was given much consideration.

In the sessions, the immigration subject was ably handled by J. M. Larkin, Assistant to the President of the Bethlehem Steel Company. Mr. Larkin discussed the present law from the viewpoint of both the protagonist and the antagonist in a thoroughly judicial manner, bringing to the discussion the attitude of big business as well as considerations which affected the subject from viewpoints of society at large and the immigrants themselves. Mr. Larkin's discussion oc-

curred at the Thursday afternoon session and followed a most interesting exposition of the employees' representation question by Charles W. Garrett, Assistant Personnel Manager of the Pennsylvania Railroad. Mr. Garrett talked on the plan of employees' representation now in operation on the Pennsylvania Railroad. He gave briefly a history of the plan and read at length from Mr. Atterbury's statements as to the purposes desired to be achieved and of the experiences on the road in the way of achievement. Mr. Garrett stated that discussion of this kind, in his judgment, should include speeches from the employees themselves and he had, therefore, divided his time with two such men separately representing large groups of the Pennsylvania Railroad employees. The speeches of these two men created a great deal of interest as they spoke with the greatest freedom and most apparently from an attitude of previous antagonism mellowed by the conviction that the employees' representation plan was the solution to better relationships, alike to the advantage of employer and employee.

An excellent analysis of industry and how the moneys spent in industry are subdivided for service and material was given by C. M. Ripley of the General Electric Company. This speech is in print and is worth the reading of all in industry as it is calculated to show that the employer's stocking is not a bottomless affair and that the amount drawn therefrom that goes directly to the worker in wage and salary is relatively large. How it is drawn and how it goes to the worker was entertainly illustrated by stereopticon slides.

Another important session was that discussing the activities of local personnel and industrial relations groups. Messrs. Oscar Miller of the Standard Oil Company and J. W. Dietz of the Western Electric Company described methods of making the local groups more effective and also presented ideas as to how the National Personnel Association could cooperate with the local groups.

There was an excellent presentation of the subject "Cooperation Between Chambers of Commerce and Local Industrial Relations Councils in Personnel Activities" by Martin F. Dodge of The Merchants' Association of New York. This meeting was used to advantage by the representatives of local industrial relations councils to describe their work and to ask for suggestions as to how they could make it more effective.

"Labor Turn-over" was treated in a session presided over in a masterly fashion by S. R. Rectanus of the American Rolling Mill Company. This session brought out many important comments from

the floor and a number of illuminating questions which were answered in equally illuminating style by the chairman.

The subject of "Pensions" was treated in a special session presided over by the popular C. S. Ching of the United States Rubber Company. Mr. Ching's remarks covered the subject well, considering the brevity of his speech, and led up to the introduction of Daniel Bloomfield, who made a lengthy and judicial speech on this subject. Many contributions were made from the floor. Attention was called to the use of thrift as an important supplement to personnel pension plans and as a substitute, under certain conditions, for pension plans. The employer would find that contributions to thrift funds, which put the employees in funds largely of their own making at time of superannuation, pointed a way to at least a partial solution of the pension problem.

Other subjects treated at the session were "Developing Men for Executive Positions," "Shop Training," "Employee Publications," "Foreman Training Methods," "Motion Pictures," "Job Specifications," "Training the Personnel of Small Offices" and others of similar nature. A large number of those present who entered into these specialized sessions, which were held in subdivisions for those most interested, expressed themselves as highly gratified with what they had gotten out of the convention both from the leaders of the discussion and from the contributors on the floor. At the conclusion of these meetings, it was gratifying to note how the convention broke up into little groups where the more intimate types of personnel query and exchange of ideas were possible.

The social side of the convention was hospitably and generously attended to by the Pittsburgh Committee on Arrangements. This committee provided informal music and dancing. The members in attendance proved to be good mixers as well as good dancers. The ladies were extensively entertained by committees of Pittsburgh women. Opportunity was afforded for friends and co-workers from different parts of the country to get together at luncheon and dinner hours. Dr. Henry C. Link, of the United States Rubber Co., was congratulated by all those who knew the large part he had in arranging the program.

The first convention of the National Personnel Association is now history. It fully justified itself. It points the way for developing a national body with great opportunities for service and with apparently an organization adequate to the opportunities.

Employee Education Through House Organs and Other Publications

By Manley M. Ellis

MANY industrial and business corporations have long found it advantageous to issue publications imparting special knowledge and information to their employees. But the extent to which this is done and the methods used to accomplish it vary from year to year among firms. Moreover, policies in this, as in other particulars, are scarcely ever the same with any given firm for two years in succession. It was, therefore, to obtain more complete and up-to-date data on the subject that the study, of which the following summary is but a part, was undertaken.

The Survey

In March, 1922, a form letter was sent to each of the 130 company members of the National Association of Corporation Training and to a number of other firms. (Data from the latter are not included in this summary). This letter requested information as to the extent to which these firms were educating their employees for safety, general information, morale, Americanization, technical training, etc., by means of house organs or other publications.

In all, 85 replies were received from members of the Association. They were especially indicative of the present status of the house organ. Forty-seven firms, or 56 per cent, of those replying indicate that they are publishing a successful house organ; 13, or 15 per cent, say that they have until recently published one, and are considering its resumption; while 25, or 29 per cent, do not publish regular house organs. Most of the answers of the latter class take pains to explain why a house organ would not be a feasible proposition for them. One firm states that too few men are employed in its plant; another that it employs mostly negroes. Several say that they have other methods for reaching employees, such as posters, occasional publications, personal contact, technical courses, etc. Most of those who have temporarily discontinued their publications state that this is due to "unfavorable business conditions" or "financial difficulties." The facts in the case seem to be that during and immediately after the war, a large number of firms made tremendous profits. They

NOTE—This study was made in the Department of Vocational Education, University of Michigan, under the direction of Dr. George E. Myers, Professor of Vocational Education.

also spent freely, and one of the common ways of spending money was on an elaborate house organ. Furthermore, income taxes were high and an expensive house organ was a good way out of paying them, since legitimate expenses were subtracted from profits upon which the taxes must be paid. Last year when the economic slump struck the country, the house organ, being in many cases considered an unnecessary expense, was discontinued. There was, however, another reason for the increase in the number of war-born house organs. Many firms employing alien labor found that a large proportion of the men were none too loyal to the government, and, therefore, were not stimulated by the emergency to increased production. The house organ in many cases served to remedy this condition by inducing better morale and loyalty. The fact that practically all of these replies state that an early resumption of the publication is anticipated, augurs good for house organs in the near future.

The letter sent out also requested copies of house organs and other publications of an educative nature. The forty-seven firms whose replies indicate that they publish house organs, sent copies of sixty-one different regularly issued publications. A few of these are: "The Armour Oval," "The Kodak Magazine," "Western Electric News," "The Santa Fe Magazine," and "The Bowser Booster." Most of them are magazines issued monthly, although a few come out weekly, bi-weekly, or quarterly.

Education Defined Broadly

Ordinarily, the term "education" is used in a restricted sense, and is taken to mean merely the school training of the young. But, for the purposes of this study the word has been given a broader meaning. It might, as used here, be defined as any process which trains any individual so that he is more efficient and of more value to himself, to his employer, and to society. That there is a need and a place for such education among industrial and clerical workers is clearly shown by the excellent results some firms have achieved through their publications.

Educational Features of Employee Magazines

An analysis of the sixty-one house organs examined, shows that a few of them are not of direct educational value in that they contain news items exclusively. The great majority of the publications, however, play up definite educational features. Those that seemed most prominent and significant are enumerated below.

1. **Education for Morale.**
   Morale or esprit de corps is a mental attitude. It is the satisfied state of mind that exists when employer and employee understand the problems, limitations, and good qualities of each other. Morale is an indispensable element in the success of any project which requires co-operation between men and groups of men whether in conquest, business, or industry. Increased production, healthier thoughts, and contentment are results of good morale. It is, however, hard to pick out the qualities that make for morale in industry by an examination of house organs. Conditions in different plants vary so greatly that articles or news items that would contribute to morale in one might have the reverse effect in another. But certain kinds of published material are written for their morale effect. The best that could be done was to consider that they accomplished their purpose, and tabulate them accordingly. These types of material together with their percentage of occurrence are:
   a. Personal and Social news items—practically 100%.
   b. Athletics—about 75%.
   c. Company policies—26%.
   d. Acquaintance with the business—62%.
   e. History of the firm—12%.
2. Education for Technical Training
   Nearly one-half of the house organs examined contained articles of a technical nature. Articles on radio, metallurgy, electricity, etc., are common especially in the publications of industrial firms.
3. Safety and First Aid Education
   Pictures, articles, graphs, and reports of safety and first aid activities are found in 45% of the house organs. Articles and illustrations of safe methods of machine operation and figures on accident prevention and frequency must have, if well written, a very salutary effect on employees.
4. Health Education
   Closely allied to safety education is health education. In a number of cases the plant physician has articles on health; in others, syndicated or copied articles give valuable pointers to the employee on the subject of health. Health articles were found in 31% of the house organs.
5. Education for Thrift and Investment
   This type of education is accomplished by general articles on thrift and by somewhat technical, but easily understood, articles on bonds, stocks (especially the stock of the firm itself), and other forms of investment. Several firms allow their employees to buy company stock at special rates. A number of them encourage home building by loaning employees money for this purpose at low rates of interest. 31% of the house organs gave space to thrift and investment education. Incidentally, this kind of education is one of the very best types of morale builder.
6. Ambition
   20% of the house organs try to foster ambition in their employees.

This is done by firms that maintain training departments as well as by those in which vacancies are filled by promotion from the employed personnel. In a number of cases, house organs take great pains to explain the advantages to be derived from pursuing the technical courses offered by the firm.

7. Americanism and Patriotism
   This type of education is carried on extensively by firms which hire a large number of foreigners. These foreigners lack the fundamental background against which our institutions and national processes should be viewed. For those who can read English, no happier means than the house organ for supplying this background could be found. For foreigners who do not read English, Americanization classes should be organized. A large number of firms employing foreign labor either have such classes or encourage their employees to attend evening classes in the public schools. 20% of the house organs gave space to Americanization and Patriotism, while 16% tried to foster a better understanding of capital-labor relations by articles explaining wage cuts, or by articles designed to combat radicalism.
8. Waste Elimination
   This type of education pays immediate dividends, for who is as careless of waste as the American! Illustrated articles on keeping machines busy, stopping leaks, using all of the material on a job, and the safeguarding of tools are found in but 12% of the house organs. More space should be devoted to waste prevention in more of the house organs.
9. Sales Education
   Firms such as oil, insurance, and automobile manufacturing corporations which market their own product usually publish two organs—a field organ for the sales force, and a house organ for the plant employees. The field organs naturally stress sales education. House organs of department stores try to promote better selling records among the clerks by featuring competitions, selling talks, selling hints, courtesy, etc.
10. Book Reviews and Library Lists.
    Firms that maintain libraries generally use their house organs to give the library wider publicity. A number of the house organs contained reviews of books likely to be of interest or value to employees. Library lists of new and interesting books and magazines were found in a few of the house organs.

Educational Features Through Other Publications

Twenty-four of the firms responding to our letter, sent publications other than house organs. These are occasional publications issued as the need arises—often on the spur of the moment. They take the form of posters, bulletins, folders, pamphlets, announcements, etc., and are sometimes printed and sometimes mimeographed. Their chief advantage is that they convey special information to the

employee more quickly and surely than does the house organ. Some of the subjects treated in these publications are:

1. General and special firm features and policies such as company insurance, company stock, loan funds, wage schedules, etc.
2. Safety and first aid instruction—usually illustrated posters on the subject.
3. Outlines of training courses offered by the firm.
4. Morale education. This is often done by placing large posters in such conspicuous locations that the men cannot help seeing and reading them.
5. Instruction in sales methods.
6. General information about the plant. This is largely for the instruction of the new employee who is handed a pamphlet which gives him necessary information as to rest rooms, lockers, showers, rules of conduct, etc.

Conclusion

The conclusion reached by the writer after his careful study of house organs and other publications is that a properly supported and well edited plant organ supplemented by suitable and timely occasional publications cannot have other than a beneficial effect upon the employees and cannot be other than a paying proposition to the employer. It is true that most of the house organs do not seem to have definite aims. The editor cannot loaf on the job and have a live house organ. He must know the plant personnel and their needs. If he does not know how to give them what they need, he must find a way to do so. Many of the publications examined wasted valuable space with seemingly trivial items that could not contribute to any well defined end. If the house organ is to endure, it must stand on its own feet; it must supply the information the employees actually need and not what someone thinks they need; and the sooner editors and executives realize this, the better. Replies to our letter indicate that the right type of house organ is here to stay, but they also indicate that the time is near at hand when the principle of "survival of the fittest" will have taken care of the poorly conceived and improperly edited house organ.

New Member of Industrial Board. Mr. Harry A. Nye of the General Electric Co. of Erie, Pa., and a Director of the Board of Commerce, has been appointed by Governor Sproul as the new member of the Industrial Board to fill the vacancy created by the death of Dr. A. L. Garver in March, 1920.

Mr. Nye wishes to assure those members of the Association who are located in Pennsylvania that, as a member of this board, is is his desire to serve their interests to the best of his ability.

Reviews and Abstracts

"Ten Years' Progress in Management." By L. P. Alford. A paper presented before the American Society of Mechanical Engineers during Management Week, October 16-21, 1922.

It is certainly a wise and important action that there should be a periodical stock-taking, an inventory of progress of any important movement as a basis of rearrangement for future progress, and particularly that those who are fundamentally and open-mindedly practical students and contributors to its progress may check up and round out their experience.

Certainly no movement is more important to the greatest number of people than industrial management, unless it be government and agriculture, nor more needing practical review.

The American Society of Mechanical Engineers has commissioned Mr. L. P. Alford to make such a review for consideration during Management Week, and he is eminently fitted for the task, not merely because a decade ago he performed the same task, but because since that time he has devoted his time as a student of the situation.

The author briefly points to the great hindrance in this last decade to management progress—the great war and its immediate succeeding years of overwhelming prosperity and skyrocketing prices, when management was rather trailing actual production than controlling it. While this has been a great deterrent, undoubtedly it has left a period of depression in its wake, compelling economic action, and particularly a greater comprehension of the human side of industry which may augur well for the next decade.

The report quotes the opinions of presumably experienced managers, analyzes the mental attitudes and factors of progress which have developed as at least promising bases of further progress with some detail; the actual mechanisms of management are discussed and statistics as to their per cent of practical operation on a number of industrial units shown, evidencing rather clearly that while progress is being made, there is a large field for much further practical work.

As further evidence of progress the growth of industrial management societies and management educational courses in colleges are

indicated as real bases of future progress through this essential spread of a knowledge of principles and practices.

The growth of the service motive as a fundamental ideal and the growing understanding and admission of the human element as a definite factor for management consideration are given comparatively important space as marks of progress.

One draws the conclusion that the progress of management development has not been as great in this last decade as in its predecessor, but that the fundamental underlying ideals and principles and certain broader aspects and beliefs have become more widely disseminated and understood, and it is in this respect, as well as some improvement in mechanism operation that encouraging progress has been made.

The appendices offer considerable supporting data.

The report, not written in an inspirational manner, except by such facts as it presents, covers the field in a very comprehensive way, is distinctly a consensus of opinion and fact, rather than a personal view, as indeed it should be, and is very well worth considerable study and balancing against its practice by management now in control, as a start on a new decade of progress.

B. A. Franklin,
Vice-President, Strathmore Paper Co.

Stock Participation Plans for Employes. A Survey by Industrial Relations. Bloomfield's Labor Digest, 6 Beacon St., Boston, Mass., 1922. Price $1.00.

This survey covers eighty-eight existing stock participation plans, summarizing in charted form the principal provisions of each. It further classifies these plans into four groups, according to whether employes secured their stock at market value, at par, at a discount from prevailing rates, or as a gift. One representative plan from each group is quoted in full.

As a preface the authors set forth their views on several much-discussed features, such as the wisdom of clearly explaining the business risk involved rather than presenting such a plan as a safe investment; the value of the resulting spirit of part-proprietorship; the importance of keeping dividends entirely separate from bonuses and other Company gifts; and the complications of equitable stock redemption when an employe quits.

To those investigating different stock participating plans in detail, this survey is particularly valuable as a reference guide to original sources.

H. F. Sedwick,
Service Department, E. L. Dupont de Nemours & Co.

Improved Industrial Relations. Published by American Smelting and Refining Co., 1922.

Four pamphlets issued by Simon Guggenheim, President of the American Smelting and Refining Company, for the information of the stockholders of the company explain what has been done since 1913 for the purpose of furthering a closer relationship between the company and its employees. They cover: I. A General Review; II. Accident Prevention; III. Pensions and Welfare; IV. Raising Output and Reducing Costs.

During the last nine years there have been no strikes or lockouts in the nineteen smelting and refining plants of the company in the twelve states in which the company operates. The policy of the company is expressed in the statement, "We were thus fortunate because we have adopted the rule of reasoning and friendly course through which we have reached understandings mutually agreeable to company and employee."

An Inventory Description of Wisconsin's Continuation Schools. By Ed. A. Fitzpatrick and Jennie M. Turner. Biennial Report of the State Board of Vocational Education. Part I, 1918-20. pp. 1-257.

This is a brief description of each continuation school in existence in 1919-20, including a brief statement concerning each city and the general educational and industrial background of the school. W. J. D.

Working with the Working Woman. By Cornelia Stratton Parker. Harper & Bros. pp. xx + 246.

This book may be valued chiefly as a description of actual experiences of an unusual woman while working in six factories with women whom she tried to understand when they do not understand themselves. As a description, it is extremely well done—readable to the last degree. A concluding chapter classifies workers in three groups:

a. Labor or class conscious group,
b. Industrially conscious group,
c. Industrially non-conscious group.

Her solution is to first recruit the second group from the third by means of methods of management sharing—a tool of education and of developing mutual understanding. The author believes that there has been so much antagonism to organized labor that only the militant, non-constructive type of leader has been able to survive among the unions and other class conscious groups which represent, however, only a small part of American labor. W. J. D.

Distribution of Income by States in 1919. By Oswald W. Knauth of the Staff of The National Bureau of Economic Research. Harcourt, Brace & Company, N. Y., 1922, pp. v+30.

The purpose of this report is to help those investigators who are concerned with the comparative capacity of the various states to bear increased taxes, to buy goods of various sorts, to absorb securities, etc. It also indicates the relative importance of agriculture in the different sections of the country.

This study undertakes to distribute in so far as possible the aggregate income of the American people among the States on the basis of such official data and other indices as are available. This distribution is based on data for 1919 and no single year is typical. The tabulation will be found on pages 25-30.

It is extremely valuable not only to economists but also to manufacturers, especially national advertisers.

Wages in Foreign Countries. Research Report No. 53. By National Industrial Conference Board. August, 1922, Century Co., New York, pp. viii-131.

This report supplements report No. 40 bringing it down to date and covering a greater number of European countries and a greater variety of occupations. W. J. D.

Eye Conservation in Industry. Published by the Eye Sight Conservation Council of America, Times Bldg., New York City.

Part of the Study of Waste in Industry, conducted under the auspices of the Federated American Engineering Societies.

Three Shifts vs. Two in Steel. By Bradley Stoughton. Iron Trade Review, October 5, 1922.

This article continues a report started in the Iron Trade Review September 21.

Many specific cases are cited to prove the economy of the three shift plan. For example, the Ford Motor Company claims that it operates its blast furnace on an eight hour plan, 48 hours a week, paying labor 75c an hour, and makes pig iron cheaper than it can buy it.

This is the most intensive study of working hours in the steel industry, and no one can consider himself up-to-date on this topic without reading this report in full. A. J. B.

The Twelve-Hour Day and the Engineers. By Samuel McCune Lindsay. The Survey, Sept. 15, 1922, pp. 703-4 and 735-6.

Prof. Lindsay's outspoken statement that the twelve-hour day is an anachronism and is condemned by public opinion is a prelude to a practical discussion of the economic problems involved in changing the 500,000, or perhaps 1,000,000 men so engaged, to a shorter shift. After giving a brief account of the movement in this direction, Prof. Lindsay presents some well-chosen extracts from the exhaustive investigation

of the subject by Mr. Drury and Mr. Stoughton, made with the financial backing of the Cabot Fund and directed, in its latter stages, by the Engineering Societies Committee. These extracts, as well as the conclusions of the investigators subscribed to by the Committee, show by what practical administrative steps the change may be made with least disturbance to capital and labor, and indicate the many advantages to both, as well as to the nation, that the abolition of the twelve-hour shift would bring.

H. F.

The Twelve-Hour Shift in American Industry—Summary Report of a Special Committee of the American Engineering Council. Management Engineering, October, 1922. pp. 205-212.

This article is a summary report presenting the conclusions of Mr. Horace B. Drury's report, a general survey of all continuous process industries other than the iron and steel industry, showing the extent of two-shift work and the experience of manufacturers who have changed from two-shift operation to the three-shift or some other system; and Mr. Bradley Stoughton's report, a general survey of continuous process in the iron and steel industry, dealing with the practicability of making the chance from the 12-hr. shift to the 8-hr. shift, its effect and method of procedure, together with tabular matter and illustrations.

The following are the outstanding conclusions found in both reports concerning the change from the 12-hr. to the 8-hr. day:

1. The tendency throughout the world is toward the abolition of the 12-hr. shift.
2. In almost every continuous industry there are plants which are operating on an 8-hr. shift basis in competition with 12-hr. shift plants.
3. To make the change from the three-shift operation successfully and economically it is necessary that:

(a) The majority of the workmen appreciate the value of the extra leisure

(b) The workmen be willing to concede something in the way of daily income. The plan which divides the extra labor cost equally between the men and the company has been acceptable in a number of cases

(c) A survey of the field be made for labor-saving equipment and methods of management which will facilitate the work after the change has been made

(d) The plant management study equipment and methods of operation and make every change in the plant and in the organization possible to facilitate operation under the three-shift system

(e) All equipment be in condition to respond to increased intensity of operation

(f) The workmen be instructed in their duties under the new system and the co-operation of the whole organization be secured

(g) The extra trained labor required be available

(h) The time for the change be selected with care care. Periods of labor unrest must be avoided, the success of each step assured before another is taken

4. In a number of plants where the change has been made with

success the management reports these results:

(a) Better physical and mental condition of workmen
(b) Improvement in class of workmen
(c) Less shirking, tardiness, absenteeism and labor turnover and industrial accidents
(d) Improved spirit and cooperation of workmen
(e) More exact adherence to instructions as to working methods
(f) More uniform methods with consequent attainments of standards, etc.
(g) Better quality of product
(h) Increased output per man per hour
(i) Less material used
(j) Wastes eliminated
(k) Longer life of all equipment and fewer repairs
(l) Greater prestige with the public. H. C. A.

Requesting and Answering References of Employees. Special report of the Employment Managers' Section of the Philadelphia Industrial Association. Bloomfield's Labor Digest, August 26, 1922, pp. 1227; September 2, 1922, pp. 1236.

This report is compiled for the purpose of obtaining more satisfactory results in the interchange of employees' references between employers. It deprecates forms of questionnaire type in general use in that they do not provide space for answers; that they are stereotyped; and limit the respondent to proffering only information asked for without opportunity to convey other information which might have essential bearing on conclusions. If a form must be used, a substitute is offered for acquiring desired information. The standard, full size letter head should be used for this purpose. Stamped and addressed envelopes should always accompany inquiries. Point is made that the value of information to inquirer, in many cases at least, should justify a personal letter.

Adherence to facts from employment records and avoidance of expression of personal opinions are recommended unless in cases where extraordinary responsibility is involved. Opinions should be left to each employer.

Emphasis is given to the obligation of the respondent to a request for information; both to his former employee, to assist if worthy, and to protect a fellow employer from imposition of unworthiness.

It suggests that all available details of identity be imparted by both correspondents to avoid deception, especially where cause for suspicion arises.

Courtesy to the inquirer and obligation to worthy applicants demands prompt response to all inquiries for information; the obtaining of a job may be dependent upon it.

The preservation of a copy of information given is advised. If it is, as it should be, an honest and unprejudiced statement, there should be no reluctance to exhibit it to an ex-employee, who may charge his former employer with misrepresentation as the cause of losing another job.

When requests are received regarding present employees, caution is sounded not to resent it nor permit it to reflect on the employee, but rather be wholly frank and state if employee is valuable or assist to

a better position if such is in prospect.

Report declares that even better than a personal letter is the personal visit which will accomplish more satisfactory results than could be obtained by any other means. This, of course, applies to communities as does the comment on telephone reference requests. The latter are to be discouraged as a most superficial and unreliable method of obtaining information.

The "To Whom It May Concern" letter is pronounced of no value and productive of more harm than good. Much better practices are to advise an employee, when he leaves, of a willingness to write to whomsoever may inquire or to present the leaving employee with a written statement of his employment record.

Care should be observed in giving information regarding credit of employees. The employer may seldom know of an employee's credit responsibility and should avoid incurring the displeasure of the merchant or inflicting any hardship on the employee by any misrepresentation.

While it is somewhat beside the subject, the report advises employers not to become involved in the endeavor to assist creditors to collect from their employees. Deserving protection should be extended to them against extortion or the cost of legal proceedings. However, the custom of notifying employers of indebtedness of employees may well not be discouraged as it serves to assist employers to a better knowledge of the habits of the employee.

Court inquiries should be answered freely inasmuch as there should be a mutual relation and that the court can demand information. A. L. R.

The New Emphasis in the Problem of Reducing Unemployment. By H. Feldman. Bulletin of the Taylor Society, October, 1922, pp. 176-182.

This article, which the Editors characterize as "the most satisfactory brief analysis of the unemployment problem we have seen," calls attention to a significant change in the attitude toward the problem which augurs well for its ultimate solution. Reviewing the programs proposed in the important English and American studies of the subject during recent years, Mr. Feldman shows that such authorities as Beveridge, Webb, Rowntree and Lasker, and others have seemingly overlooked a phase of the problem which has lately been stressed by discerning American economists. This is the possibility of regularizing work through sound management technique, and thus relegating to a very subordinate place such remedies as public employment exchanges, long range planning of public works, training of the unemployed and universal compulsory contributory insurance. Applying these various remedies to the situation in certain firms, the author shows that really fundamental progress was made where management undertook to regularize work, and he insists that where effort will be exerted in this direction—which he calls a distinctly American contribution to the subject, the "disease of unemployment will be so moderated that a complete cure through the aid of the other and less important remedies discussed should not be difficult."

Unemployment Insurance at a Glance. Special report of the Rochester, N. Y., Chamber of

Commerce. Bloomfield's Labor Digest, September 30, 1922, pp. 1268.

The Industrial Management Council of the Rochester, N. Y., Chamber of Commerce has assembled a mass of information on this subject and dating back to a plan adopted in the Canton of St. Gall, Switzerland, which provided for a fund conrtibuted to by workers only which failed because dues were uncollectible. Another plan was later adopted in 1918 similar to the present British system.

A system adopted in the city of Ghent in 1901 set up a fund, one-half or two-thirds of which was paid by the trade unions and the balance by the city. This plan has since been adopted by over one hundred European cities.

The British National Insurance Act, established in 1911, is the first instance of compulsory insurance. Employers and employees contributed equally and the State added one-third of the total of the other two. It has been estimated that by July 1, 1923, a deficit of 27,000,000 pounds sterling would have been shown under this act. Another form of an insurance act became law in 1920 and is now in vogue, details of which are not given. It appears that this system is an increasing financial burden to the State; it is looked upon as a charity; and does not appear to be a preventive measure.

In the United States, at least twelve states have considered compulsory unemployment insurance bills. In Wisconsin a bill has been before three successive legislatures, is being revised and will be presented again next year. This is said to be the most ambitious in its scope. It imposes the burden of cost upon industry and is under the supervision of the Industrial Commission. No compensation is to be paid persons leaving work voluntarily, dismissed for reasonable cause, on strike or lockout, or under compulsory confinement.

The premiums are variable, based on the stability of the working force of each employer — the one who hires and fires the most will pay higher rates and those who keep their force working steadily will pay less. This mutual fund is controlled solely by employers.

Four typical individual or plant plans are described. That of the Rowntree Company, York, England, in operation a little over a year, is believed to be successful,— but because sustained wholly by employer is regarded as a form of charity.

Several years ago the Dennison Manufacturing Company, Framingham, Mass., set up a fund approximating $140,000.00, which is controlled by joint committee of management and workers.

The plan of the Ladies' Garment Industry in Cleveland, Ohio, provides for a fund which represents a certain percentage of the payroll of the manufacturers in the industry. It is administered by an Impartial Chairman. This plan seems simple, practical, and effective.

The fund of the Dutchess Bleachery, Inc., is made up by appropriating a percentage of the profits of the business. During the recent depression, the fund was sufficient to maintain relief as provided by the plan.

The conclusions of the report are: That sentiment in this country is largely opposed to compulsory State insurance.

That organized labor is against it.

That leading industries and banks

declare the principle of unemployment insurance is not economically sound.

That no State or Government plan thus far tried has proved satisfactory.

The only arguments in favor of unemployment insurance being the more or less problematical success of the English system, the few cases of individual or plant plans which appear to be giving satisfaction and that the National Industrial Conference Board at least commended the subject as worthy of study.

A. L. R.

A Small Employment Department for a Small Factory. From the Experience of the Logan Johnson Company. "Factory," October, 1922, pp. 392-4.

Employment managers and old-line executives, in small establishments, who sometimes complain that discussion of developments on functionalized personnel administration seem to be devoted almost exclusively to large concerns, should welcome this article.

It starts with the following paragraph: "Many factories think of an employment department as something elaborate that big factories have in order to be in style, but that are unnecessary luxuries in a small force. But here is a factory of 150 people which has found that a service department fitted very well into its needs." And it ends with a statement that so valuable did the work of this department prove that during the business slump it was retained, its forms were kept up, and all its functions continued despite the fact that the factory force sank from 150 to 50 workers.

In between, the article develops the point that the employment manager of the small company has some advantage over the personnel department of a large company in that he is personally acquainted with all the employes of his company and comes in constant contact with them.

Two forms, the complete system of records for this small service department, are reproduced and described. The three main headings of one are: "Factory History," "Previous Record," and "Hygiene." The three main headings of the other are "Employment," "Transfer, Left or Discharged," and "Change in Wage." Invented for the Logan Johnson Company, whose factory is in Boston, they are a contribution to the employment-management system.

Incidentally, the article tells of the work of the "employment secretary" of this company as "service secretary," and says that although she is a "girl secretary" she has found it possible to win her way with foremen and to aid them in developing initiative and ambition through drawing on the outside world of industrial education for material on management and foremanship.

Last but not least, a close study and description of each of the jobs in this factory was made, and of the 99 per cent which justified themselves permanent records of the duties and qualifications involved were written up. This makes rehiring easier. Such an investigation makes "the general manager as well as the foremen keep thinking along personnel lines."

H. E. F.

Keen Rivalry Replaces Bitter Rivalry Between Department Heads. W. B. Gales, Advertising Man-

ager, W. Seims & Company, Champaign, Ill.

We are coming into a new age of cooperation among merchandising people. Department Store Managers are seeing the need not only of their getting more closely together, but getting the people within their own store more closely allied. A feeling of bitter rivalry between departments is being replaced by a feeling of keen rivalry and a cooperative spirit is developing.

This not only increases a department's good opinion of itself but develops a greater feeling of pride in the entire organization of which it is a unit. D. S.

Job Analysis as an Aid to Cost Reduction. By Donald E. Rowe. Industrial Management. June, 1922, p. 341.

Job analysis is occupying the attention of many of those in charge of personnel and employment work just now so this article is of timely interest. The writer gives the four major steps involved in such analyses and also gives details to be considered when collecting such information. C. R. D.

Some Management Methods. Filing and Office Management. May, 1922, p. 145.

The conclusions reached by a successful employer of office workers, which are stated in this article, are very much to the point. He believes that the four essentials in an applicant are: neatness, clear thinking, enthusiasm and energy. He believes that the last-named quality is the most important of all and much of his article is taken up with explaining why he thinks this quality is perhaps the most necessary.

C. R. D.

The Viewpoint of the Employee. By Ernest T. Trigg. Administration, October, 1922, pp. 385-388.

"The training of its recruits is one of the most important problems facing the modern business." Starting with this thesis the author gives a number of individual illustrations to show that the employee of today enters business with a different attitude from the employee of former years. Therefore, although our present employees may be better equipped educationally before starting to work, yet they must be trained and developed by the employer through a definite program.

H. C. A.

Personnel Manager with Personality. Garment News. September, 1922, p. 21.

In this interesting though rather short article, it is stated that every applicant for employment in the store of R. H. White of Boston, is given a personal interview by the Personnel Manager. After being accepted for employment, the new employee is given special instruction in the methods of the store and in the carrying out of its policies in the Educational Department. The progress of the employee is also carefully watched and if he makes a poor showing, every effort is made to find out what the trouble is. Dismissal only follows after a thorough investigation and after the employee has been tried out in more than one department of the store. C. R. D.

Making Employee Ratings Comparable. By Eugene J. Benge. Management Engineering, October, 1922, pp. 231-232.

It is an acknowledged fact that in using rating scales as a means of judging an employee's ability no

two persons will rate alike. That is, one is a high rater, the other a low rater, etc. In this article a method of using "percentiles" for making the ratings of employees comparable is described and illustrated.

H. C. A.

The Value of Ratings. By Eugene J. Benge and Louis L. McTague. Industrial Management, October, 1922.

Here is an original and extremely interesting discussion of ratings. The experiment described includes the results of ratings given on the basis of: (1) Probable Yearly Salary; (2) Brunette or Blond; (3) Aggression; (4) Intelligence; (5) Probable Ultimate Income; (6) Married or Single; (7) Height. Thirty-eight men were asked to rank ten men of their acquaintance on the basis of the above facts with very interesting results. It was found that, contrary to the so-called "Science of Character Analysis," the brunettes were more aggressive than the blonds, more intelligent, and more likely to succeed. The following conclusions were arrived at after a careful statistical treatment of the ratings obtained:

"It is evident (1) that present salary is related to aggression and intelligence, and predicts fairly well the estimated ultimate income; (2) that the presence of blond or brunette traits has little or no bearing on other human traits, such as aggression or income; (3) that aggression is related to both intelligence and probable ultimate income; (4) that intelligence is related to probable ultimate income; (5) that both marital state and height bear little relation to the other qualities." H. C. L.

Thurstone Employment Tests. By L. L. Thurstone, Department Psychology, Carnegie Institute of Technology. Published by World Book Co., Yonkers, N. Y.

A system of tests for employers consisting of an examination for clerical workers and for typists.

Improving Foremanship. By Theodore Struck, Asst. Director of Vocational Education, State Dept. of Public Instruction, Harrisburg, Pa. Paper Trade Journal. August, 1922, p. 38.

Those particularly concerned with foremanship training will probably find this short article by Mr. Struck of interest. He states that:

"Very good results have been attained with foremen's conferences in which small groups have met in round-table fashion to discuss ways and means of improvement."

"The conferences centered around the idea of job analysis as a means of improving foremanship. Each foreman made careful and detailed analysis of his various responsibilities."

"After the problems of job analysis had been mastered, consideration was given to questions involving various types of cooperation such as horizontal cooperation, or that with other foremen, and vertical cooperation, or that with workers on the one hand, and with the management on the other."

"The foremen all attended voluntarily. In order that superintendents might be kept fully informed about the progress made and the conclusions reached in the foremen's conferences, the conference leaders met the superintendents' group for half an hour daily." C. R. D.

The Training of "Institutional" Salesmen. By Henry C. Link. Administration, October, 1922, pp. 398-393.

The author in this article presents the requirements of a new type of salesmanship, which he calls "institutional selling" and for which he plans to outline methods of training. This article, which will be concluded in next month's issue, confines itself to an exposition of characteristic types of institutions showing the nature of the sales problems presented by each. The types enumerated are:

1. The Chain Store Type
2. The Branch Store Type
3. The Dealers Type. H. C. A.

Cultivating Retail Salesmen Through the Mails. By Walter Engard. The Mailbag, September, 1922, pp. 175-179.

You may not agree with the conclusions of this writer when he refers to brand substitution or even in the matter of "incentive prizes" to retail salesmen, but you'll find the plan described interesting and informative. * * * "The competitive brand could be sold at 15c a package and the usual margin of profit maintained. Cream of Wheat was put in the background and the new brand put to the front. * * * In less than three months' time Cream of Wheat was taken out of stock entirely with the loss of but one single customer." An article showing the power of the retail salesmen if properly organized.

L. E. S.

The Study in Correlation of General Intelligence and Progress in Learning Machine Shop Work as Related to the Problem of Educational Guidance. By Verne A. Bird, Director of Vocational Education, Utica, N. Y. Industrial Education Magazine, September, 1922, pp. 67-69.

The author of this article has made an interesting study of general intelligence rating of twenty-five boys and how they succeeded in taking hold of machine shop work. The results of this study show no close correlation between a high rating in IQ and the ability to master shop work practice. J. McK.

Georgia's "Opportunity School." Dry Goods Economist, Sept. 16, 1922.

In Atlanta, Georgia, the Georgia State Board for Vocational Education is conducting an "Opportunity School," cooperating with the large stores in the city. It is a part time school, employers allowing employees to go at most convenient times. The aim of the school is to fit students for new positions or help them in their chosen line. Courses are given in Salesmanship, Merchandising, Color and Design, Advertising, Millinery, Typing, Shorthand, etc.

The Atlanta State Board pays the operating expenses, the city being partly reimbursed at the end of each quarter by the State Board for Federal Education from State and Federal funds. D. S.

Relation of Education to Management Engineering. By Paul Kreuzpointner. Management Engineering, October, 1922, pp. 219-220.

"However laudable the proposition of the engineers to make their expedience and knowledge felt in the management of public affairs, such efforts will not be received on the part of the public with deserved understanding unless the public mind is prepared for the evaluation

of the engineer's service to community welfare."

The engineer must bear in mind that the aim of public education is to train the most desirable citizens able to earn their living while contributing to the common welfare of the community, state and nation.

It is pointed out that the engineer must direct his attention to the Junior High School, as it is destined to play an important part in the industrial educational system of the United States. H. C. A.

Results of an Inquiry Concerning Certain Phases of Industrial Arts for Junior High School. By Kenneth B. Carman, Columbia University. Industrial Arts Magazine, October, 1922, pp. 373-377.

This is the second article concerning an inquiry on this subject of shop work in junior high-school work. The aims or objectives of shop work in this new type of high school are discussed; and it would be worth while for the plant educational directors to see what industrial education experts, in connection with this phase of public school work, have to say regarding the type of work taught and the methods employed. J. McK.

Reconstruction in Education. The American Defense Society, Inc., 116 East 24th St., New York City.

A pamphlet outlining some of the details of a program adopted by a few communities in industrial education and training through the cooperation of the schools and the industries. The five steps covered in the program are Standard Terminology and Job Specifications, Analysis of Job Specifications into Instruction Material, Organizations of Courses of Instruction, Tests for Assignment and Proficiency, and the Liberal Component of Training.

The Trade Union College Movement. By Prof. Arthur D. Dean, Teachers' College. Industrial Education Magazine, September, 1922, pp. 65-66.

The writer of this article is a school man who has a very vital and living interest in the education of working people. He gives a short but very illuminating point of view regarding the trade union college movement. The man who is interested in the educational work of an industrial plant ought to be familiar with this movement and become interested in its aim, which, in some ways, is different from the specific technical education in a factory school.

In other words, as an English authority rather wittily said with regard to the aim of this work: "It does not help a man to get along better in life; it helps life to get along better in the man." J. McK.

Arousing and Developing Workmen's Interest. By Albert G. Suttill. Management Engineering, October, 1922, pp. 224-225.

There are many factory workers who have the ambition for greater achievements but who are not educationally equipped to further their desires. They need the guidance and aid of those who have had greater advantages to teach them fundamentals. The author points out that engineers, on account of their training have a responsibility in this direction. A very workable plan for arousing and developing the interest of factory workers is suggested in this article. H. C. A.

Chicago Public High School Course in Retail Selling and Advertising. Issued by the Department of the Interior, June, 1922. Commercial Education Leaflet No. 1, pp. 5.

An outline of the plan as used in the schools of Chicago and a list of those books used in the course.

Part-Time Cooperative Courses. Bulletin 78, Trade and Industrial Series No. 23. Federal Board Vocational Education, Washington, 1922.

Suggestions for the information of administrators and teachers interested in the organization of cooperative courses, the duties and responsibilities of the coordinator, and the organization of a curriculum.

Steel Industry Is Safety Force. By Dr. L. W. Chaney. Iron Trade Review, September 14, 1922.

This article reviews the safety movement in the steel industry, and makes it clear that though the steel industry has been a most hazardous one in past years, it has also been a real pioneer in making all industries safe. Twenty years ago "steel men were honestly of the opinion that the element of great risk was inseparable from their enterprise."

Five outstanding items appear in the history of safety in the steel industry:

1. The movement was initiated by the steel industry.
2. It establishes the safety committee system.
3. It made the first large trial of compensation.
4. It initiated the movement which resulted in the National Safety Council.
5. It emphasized the importance of engineering in accident prevention.

A. J. B.

Fundamental Ways of Reducing Labor Turnover. By Walter J. Matterly. Administration, October, 1922, pp. 471-477.

There are two fundamental ways of reducing labor turnover.

a. To remove the external causes through concerted action of workers and employers;

b. To remove the internal causes by:

(1) Making work agreeable
(2) Regularizing the job
(3) Scientifically adjusting the length of the working day
(4) Paying attractive wages
(5) Adopting the most improved machinery for the supervision of personnel.

H. C. A.

The Things That Are Caesar's. By Guy Morrison Walker. A. L. Fowle, New York, 1922, pp. 82. Price $.50.

An interesting and instructive pamphlet in defense of wealth.

Report of the International Welfare Conference. Held at the Chateau d'Argeronn, La Haye, Malherbe, Normandy, France, July 2 to 29, 1922. Welfare Work, August, 1922.

A brief survey of Industrial Welfare Work in Great Britain, France, America, Switzerland, Sweden, China, India, Belgium and Holland.

Commenting on the paper "Personnel Work in America," read at this conference by Miss Louise C. Odencrantz, Employment Manager, Messrs. Smith & Kaufmann, Inc., New York City, the report says, significantly: "We believe that it represents the best type of Welfare Work, and one which unhappily we (in England) do not always connect with the accounts which reach this country, of the 'super-efficiency' campaign in America." A. W. A.

China's First National Labour Conference. By W. T. Zung. Welfare Work, September, 1922, p. 169.

The opinions of an educated Chinese on the industrial problems of China. Of especial interest because of the movement toward improved industrial conditions in a country where up-to-date machinery is used, though rarely guarded by safety devices, where a 12-hour day is the rule with a 14 or 16-hour day a common thing, and where a factory prides itself on employing no children under five years of age.

Until recently people in China and elsewhere have considered the workers in China listless and apathetic. According to Mr. Zung, they are not, however, indifferent to their lot. He points out various signs of awakening. In spite of much opposition, Chinese workers are beginning to observe Labor Day, and on May 1-6th, 1922, the first Chinese Labour Conference met in Canton. A resolution in favor of an 8-hour day was one of the ten that were passed. A. W. A.

What Do We Mean by Service? By J. K. Jones. American Machinist, September 14, 1922, pp. 413-415.

The writer of this article starts out by quoting Webster's definition of the word "service," and using this statement like a test gage he applies it to various phases of business in an interesting and enlightening manner. The article is worth while a study by those who are closely connected with the personnel and training problems.

J. McK.

Association News

Officers

At the meeting of the Board of Directors of the National Personnel Association held on Thursday, November 23, 1922, at the Machinery Club, New York, N. Y., W. W. Kincaid, President of The Spirella Company, Inc., Niagara Falls, N. Y., was re-elected President of the National Personnel Association for the ensuing year; W. J. Donald was re-elected Managing Director and Secretary. The Vice-Presidents and the Treasurer will be elected at a meeting of the Board of Directors to be held about the middle of December.

Directors

At the Annual Business Meeting of the National Personnel Association held at the William Penn Hotel, Pittsburgh, Pa., on Thursday, November 9, 1922, the following were elected to the Board of Directors:

S. B. Bunker, Advisory Staff, Industrial Relations Section, General Motors Corporation.

C. S. Ching, Supervisor of Industrial Relations, United States Rubber Company.

H. S. Dennison, President, Dennison Manufacturing Company.

C. R. Dooley, Manager Personnel and Training, Standard Oil Co. of New Jersey.

E. K. Hall, Vice-President, American Telephone & Telegraph Company.

W. W. Kincaid, President, The Spirella Company, Inc.

Elisha Lee, Vice-President, Pennsylvania Railroad Company.

Sam A. Lewisohn, Vice-President and Treasurer, Miami Copper Company.

John McLeod, Assistant to President, Carnegie Steel Company.

Miss Louise Moore, Employment Service Manager, Dutchess Manufacturing Company.

Dr. R. S. Quinby, Service Manager, Hood Rubber Company.

Dr. John A. Stevenson, Vice-President, The Equitable Life Assurance Society of the United States.

Percy S. Straus, Vice-President, R. H. Macy & Company, Inc.

F. W. Tasney, Vice-President, Prudential Insurance Company of America.

A. H. Young, Manager Industrial Relations, International Harvester Company.

Board of Councillors

At the Annual Business Meeting of the National Personnel Association held at the William Penn Hotel, Pittsburgh, Pa., on Thursday, November 9, 1922, the following were elected to the Board of Councillors:

L. P. Alford, Editor, Management Engineering.

Mrs. R. F. Armstrong, Assistant Manager of Industrial Relations, Eastman Kodak Company.

Meyer Bloomfield, Bloomfield & Bloomfield.

C. S. Ching, Supervisor of Industrial Relations, United States Rubber Company.

Henry S. Dennison, President, Dennison Manufacturing Company.

J. W. Dietz, Educational Director, Western Electric Company, Inc.

F. H. Dodge, Vice-President, Burroughs Adding Machine Company.

W. B. Donham, Dean, School of Business Administration, Harvard University.

T. E. Donnelley, President, R. R. Donnelley & Sons Company.

C. R. Dooley, Manager Personnel and Training, Standard Oil Co. of New Jersey.

Francis Farwell, Secretary Industrial Relations, Worthington Pump & Machinery Corporation.

Boyd Fisher, Lockwood, Greene & Company.

Dr. Lee Galloway, Vice-President, The Ronald Press Company.

E. K. Hall, Vice-President, American Telephone & Telegraph Company.

Harry A. Hopf, H. A. Hopf & Company.

W. W. Kincaid, President, The Spirella Company, Inc.

J. M. Larkin, Assistant to the President, Bethlehem Steel Company.

E. S. McClelland, Personnel Director, Westinghouse Electric & Manufacturing Company.

Dr. C. R. Mann, Chairman, Advisory Board, Operation and Training Division, War Department.

Dr. Henry C. Metcalf, Director, Bureau of Personnel Administration.

Earl B. Morgan, Director, Employment & Service, The Curtiss Publishing Company.

Miss Louise Moore, Employment Service Manager, Dutchess Manufacturing Company.

Louis L. Park, Supervisor of Welfare, American Locomotive Company.

D. W. K. Peacock, Personnel Director, White Motor Company.

S. R. Rectanus, Director of Employment, American Rolling Mill Company.

Philip J. Reilly, Personnel Director, Retail Research Association.

Percy S. Straus, Vice-President, R. H. Macy & Company, Inc.

W. H. Winans, Industrial Relations Dept., Union Carbide & Carbon Corporation.

Arthur H. Young, Manager of Industrial Relations, International Harvester Company.

In addition, the Board of Councillors includes one representative of each of the affiliated local groups which on December 1 include Dayton, Pittsburgh, California, the tri-cities, that is, Moline, Davenport and Rock Island, and Buffalo and New York.

General Program of Work for 1923

A "Program of Work Committee" for 1923 has been appointed, with instructions to prepare and adopt a general program of work in 1923. The Committee has instructions to confer with the membership by ballot or by questionnaire and to report the results to the Board of Directors.

Three-Year Program

The new Board of Directors has determined on the preparation of a "three-year program of work" for the Association. The procedure in the preparation of this program will be as follows:

1. A statement of past achievements of the Association will be prepared.

2. The Managing Director will consult the Directors and Councillors regarding the planks for a three-year program.

3. A Committee consisting of Messrs. S. B. Bunker, J. W. Dietz, W. J. Donald, C. R. Dooley, J. M. Larkin, L. L. Park and F. W. Tasney will prepare a tentative statement for presentation to the Board.

Nominating Committee

At the Annual Business Meeting of the National Personnel Association held at four o'clock on Thursday, November 9, 1922, at the William Penn Hotel, Pittsburgh, Pa., the following were elected to the Nominating Committee for 1923:

C. S. Coler, Manager, Educational Department, Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa.

J. W. Dietz, Educational Director, Western Electric Company, Inc., New York, N. Y.

H. E. Fleming, Assistant Director, Bureau of Commercial Economics, Inc., Chicago, Ill.

O. M. Miller, Assistant to Superintendent, Bayway Plant, Standard Oil Co. of New Jersey, Elizabeth, N. J.

Earl B. Morgan, Director Employment and Service, The Curtis Publishing Company, Philadelphia, Pa.

1923 Committees

The Board of Directors has authorized the Program of Work Committee, through a Committee on Committees appointed by it, to appoint the working committees for 1923 and to report the results to the Board of Directors.

Editorial and Publications Committee

The President has been authorized by the Board of Directors to appoint an Editorial and Publications Committee which shall have the direction over the publishing of the magazine, the general policy in regard to divisional news letters, the general policy in regard to the editing of committee reports and proceedings of the Association and to fix prices for the publications of the Association, which prices are to be reported to the Board of Directors.

Membership and Publicity Committee

The President has been authorized by the Board of Directors to appoint a Membership and Publicity Committee which shall have power to recommend the election, dismissal or dropping of members and shall have the duty to promote the increase of membership and shall have general supervision over the publicity program of the Association.

International Personnel Conference

The National Personnel Association has decided to cooperate with the International Personnel Conference, and President Kincaid has been authorized to recommend a representative for appointment on the interim committee.

The history of the International Personnel Conference and the report of its meeting appear in the October number of "Personnel Administration."

Convention Resolutions

The Resolutions Committee, consisting of the following:

Fred C. Krafft, Labor Manager, Alfred Decker & Cohn, Chicago, Ill.

A. E. Crockett, Director, Industrial Management Council, Rochester Chamber of Commerce, Rochester, N. Y.

E. W. Gressle, Employment Manager, Warner & Swasey Company, Cleveland, Ohio.

H. W. Casler, Assistant to Vice-President, New York Telephone Company, New York City.

Horace G. Hill, Jr., Manager Industrial Relations, Atlantic Refining Company, Philadelphia, Pa.

Oscar M. Miller, Assistant to the Superintendent Bayway Refinery, Standard Oil Company of New Jersey, Elizabeth, N. J.

prepared and presented to the Convention at Pittsburgh the following resolutions which were unanimously adopted:

"RESOLVED by the National Personnel Association, duly assembled at Pittsburgh in its first National Convention, that

We congratulate the management of industry and commerce, as well as all personnel workers, on the sustained and growing interest in specialized personnel administration evidenced by the large and representative attendance at this convention; by the well-prepared, practical committee reports, each dealing with a definite, every-day problem in management, and also by the illuminating, helpful discussions of those problems at its round tables and general sessions.

This convention marks distinct progress towards the attainment of the major purpose of this association as set forth in its articles of incorporation, viz.:

> 'To advance the understanding of the principles, policies and methods of creating and maintaining satisfactory human relations within commerce and industry.'

BE IT FURTHER RESOLVED that we commend our national officers, directors and committees, and especially Mr. W. W. Kincaid, the first President of the Association; Mr. W. J. Donald, Managing Director and Secretary and Dr. Henry C. Link, Chairman of the Convention Program Committee, for the efficient manner in which they have arranged for and guided this convention.

We gratefully acknowledge the welcome extended to our Association by the great industrial city of Pittsburgh through Mr. W. M. Furey, President of the Pittsburgh Chamber of Commerce.

We deeply appreciate the hospitality extended to us by the Pittsburgh Personnel Association, its committees and individual members. The work of the General Convention Committee, headed by Mr. C. S. Coler, contributed greatly to the success of the Convention."

Divisions

The most important step taken by the National Personnel Association since its formation was the decision to establish divisions of the Association. This step arose out of an amendment to the By-laws adopted at

the Convention in Pittsburgh, which reads as follows:

"The Board of Directors shall have the power to establish divisions of the National Personnel Association.

This step has grown out of much discussion of the subject beginning prior to the consolidation of the two organizations. It had its origin in the fact that the Industrial Relations Association of America was interested chiefly in employment, having been the successor to the former National Association of Employment Managers. The National Association of Corporation Training was chiefly interested in training and was composed chiefly of corporations which had corporation schools, and its personnel consisted very largely of educational directors. As a consequence, it was natural to suggest that there ought to be divisions in the National Personnel Association, such as an Employment Managers' Division, an Educational Directors' Division, etc.

Fundamentally, however, it would seem that the merger of the two Associations stands for the principle that employment and training are simply different phases of the one problem of "personnel administration." The group meetings held on last February 17th at the Bankers' Club by the two New York locals were devoted to the training of salesmen, the training of plant personnel and the training of office personnel. In none of these groups was it possible to keep away from the subject of the selection of the people who are to be trained.

The National Personnel Association is an indication of the fact that we have reached the stage in personnel work when selection and training need to be coordinated under a chief personnel executive, whatever he may be called—Personnel Manager, Personnel Director, Assistant to the President, Industrial Relations Manager, or whatever it may be. Therefore, it has been decided that it would be a mistake to separate the Educational Directors from the Employment Managers by forming specific divisions for each.

It has been evident, however, that there are some classes of people who are interested in personnel problems who cannot be reached unless they are segregated into groups. For instance:

1. Many major executives view the Association as consisting of personnel men only, and, while they give their approval, many of them, nevertheless, take the attitude that they can't give much thought or time to the National Personnel Association.

2. There is a rapidly growing list of sales executives whom it is difficult to interest in an association which, in their minds, has to do largely with "industrial relations"; this, despite the fact that in the next ten years attention to sales personnel problems is going to rapidly develop so that it may parallel the present attention to plant personnel problems. This group includes the large retail stores which feel that they have not gotten as much as they should out of the association because it has devoted its attention very considerably to plant personnel problems.

3. There are a great many officers and executives of companies such as banks and insurance companies, as well as executives of manufacturing and other corporations, who are interested chiefly in problems of the personnel of officers.

4. There are other special groups which have a close relation to personnel problems but which have a very highly specialized technique. These include employee publication editors, industrial physicians and industrial nurses."

At the meeting of the Board of Di-

rectors held on November 23, it was definitely decided that three divisions should be established at once; namely,

Office Executive Division
Plant Executive Division
Sales Executive Division.

It was felt that these three groups are coordinate and it is hoped that the Sales and Office Executives' Divisions will become as large in the near future as the Plant Executives' Division will be at the outset of this year.

It is the policy of the Board of Directors to develop a general program which will be of equal and universal interest to sales office and plant executives including personnel executives, and that the general program will be supplemented by a special program of each division.

Each division will be in charge of a Vice-President of the Association, elected by the Board. Each division will suggest its own program for the year which will be referred to the General Program of Work Committee for approval. The Vice-Presidents of the Association will be ex-officio members of the General Program of Work Committee.

In general, the program of each division, in addition to the general activities of the Association, will be as follows:

1. The division will include all members of the Association who state a preference for belonging to the division, even though interested in other divisions.

2. It will be administered by a Committee chosen by the Vice-President-in-charge in cooperation with the Board.

3. One special conference a year of each division will be held at the general Convention and one other conference may be held by each division if thought desirable.

4. Each division will issue a mimeographed or a multigraphed news letter periodically.

5. Each division will make one thorough special study of some subject each year.

Every member of the Association will receive all of the general publications of the Association. The fundamental basis of membership in the Association will be the general membership and this will be supplemented (not supplanted) by the special activities and reports of divisions. The Board of Directors has decided that the special interests of other special groups will be taken care of by means of conferences; for instance, the question of the holding of a conference of major executives of Company members will be given consideration by the Board of Directors at its next meeting. The purpose of such a conference is:

1. To afford an opportunity for major executives of Company members (and a limited number of guests) to confer.

2. To provide a means of promoting executive interest in, sound ideas about, and conviction regarding personnel work—among major executives. Such a conference ought to be of interest uniformly to all major executives, whether connected with a bank, an insurance company, an industrial corporation, or a department store, for it will deal only with fundamentals.

Similarly, special conferences may be arranged from time to time for such special groups as employee publication editors, or physicians and nurses in industry and commerce. It is felt that the employee publication editor has one general interest, whether he is connected with the Plant Division, with the Sales Division or with the office end of a business, and that this is similarly true of physicians and nurses.

Apart from such conferences, it is felt that major executives, employee publication editors, physicians, nurses and others who are interested in personnel from a highly specialized viewpoint, should participate in the general activities of the Association.

Company Membership Service for 1923

The program of service to Company members for 1923 as determined by the Board of Directors meeting held on November 23rd will consist of *the service given to individual members plus the following:*

1. Three extra copies of the magazines to be sent:—one to the alternate Company representative and one to each of such other two persons as may be designated by the Company.
2. One extra copy of each Committee Report in the General Program to the alternate Company representative.
3. One extra copy of the Convention discussion of each Committee Report in the General Convention Program—printed as a supplement to the Committee Reports—to be sent to the alternate Company representative.
4. One copy of the news letter issued by not only one but by each of the divisions of the Association—one to be sent to persons designated by the Company.
5. One copy of the special Committee Report of each Division.
6. One copy of the Proceedings of any conference held by any Division.
7. One copy of each report issued in an "Information Service Series" (multigraphed, mimeographed or printed.)
8. An individual information service, including a bibliographical service.

Individaul Membership Service for 1923

The program of service to individual members for the year 1923 is, according to the decision reached by the Board of Directors on November 23rd, to be as follows:

1. One copy of the magazine.
2. One copy of each Committee Report in the General Program.
3. One copy of each address at the General Convention.
4. One copy of the Convention Discussion of each report in the Convention Program—printed as a supplement to the report.
5. Identification with one division.
6. One copy of the news letter of the selected division.
7. One copy of the Proceedings of any Conference held by the division.
8. Bibliographical service not exceeding twelve bibliographies per year.

List of Company Members Which Have Joined Since Sept. 1, 1922

Buick Motor Company.
Colorado Fuel and Iron Co.
Hammermill Paper Co.
New York Stock Exchange.
Pictorial Clubs, Inc.
The Proctor & Gamble Co.
Sayles Finishing Plants, Inc.
United States Rubber Co.
Urban Motion Picture Industries, Inc.
Warner & Swasey Co.

United States Chamber of Commerce

At the meeting of the Board of Directors held on November 23rd, it was decided that the National Personnel Association should join the United States Chamber of Commerce.

President Kincaid has been asked to recommend to the next meeting of the Board of Directors a name for a National Councillor in the U. S. Chamber.

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